

THE OFFICIAL

ARMY

INFORMATION

DIGEST

U. S. ARMY MAGAZINE

MAY 1959



ARMY INFORMATION DIGEST



THE OFFICIAL MAGAZINE OF THE DEPARTMENT OF THE ARMY

The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern. The Digest is published under supervision of the Army Chief of Information to provide timely and authoritative information on policies, plans, operations, and technical developments of the Department of the Army to the Active Army, Army National Guard, and Army Reserve. It also serves as a vehicle for timely expression of the views of the Secretary of the Army and the Chief of Staff and assists in the achievement of information objectives of the Army.

Manuscripts on subjects of general interest to Army personnel are invited. Direct communication is authorized to: The Editor, ARMY INFORMATION DIGEST, Cameron Station, Alexandria, Va.

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COVER

A SYMBOL of Free World steadfastness and determination that international agreements shall be honored and sustained—that is the significance of Berlin as a pivot point in the East-West struggle. The Army's key role in this "Outpost of Democracy" is described by the U.S. Commander, Berlin in this issue.

COMMAND LIN

ON LEADERSHIP QUALITIES

"The Army needs, above all, leaders possessed of great imagination, mental mobility, psychological stability, and moral stamina. The best career development policy or program which might be conceived could not produce such leaders in the absence of individual initiative and interest on the part of the officers themselves."

"The successful Army officer today is a well-rounded person, who keeps up to date in every aspect of his profession. He has an inquiring, imaginative mind, and a great thirst for opportunities to improve his professional ability. Attitudes are tremendously important in life, and particularly so in the military service. You need healthy, positive, forward-looking attitudes which contribute to the on-going of the Army."

*The Honorable Wilber M. Brucker, Secretary of the Army
at Command & General Staff College
Fort Leavenworth, Kansas, 14 January 1957*

ON CREATING SUPERIOR UNITS

"All men desire to do what is wanted of them. What they do not, it is because they have not been adequately motivated and instructed."

*General Bruce C. Clark
Commanding General, U.S. Continental Army Command
in CONARC Memo No. 5, 30 January 1957*

ON MANAGEMENT METHODS

"With the unprecedented peacetime size of the Armed Forces, their maintenance requires a significant share of the total resources which are devoted to governmental activities. It is mandatory that waste be avoided and that available resources be employed to the optimum advantage. This requires the application of modern techniques in management similar to those employed by industry and other large organizations."

*General Lyman L. Lemnitzer, Army Vice Chief of Staff
at the Armed Forces Education Conference
Baltimore, Maryland, 19 February 1957*

ON PRESENTING THE ARMY VIEW

"The truly effective Army officer will be a vocal advocate of the Army. In all his contacts with the other segments of the American community, he will endeavor to contribute in a positive way to the enlightenment of public opinion. He will seek to enhance public understanding of the vital role of the Army as member of our Defense Team, and stimulate public realization of its accomplishments."

*The Honorable Wilber M. Brucker, Secretary of the Army
at Command & General Staff College
Fort Leavenworth, Kansas, 14 January 1957*

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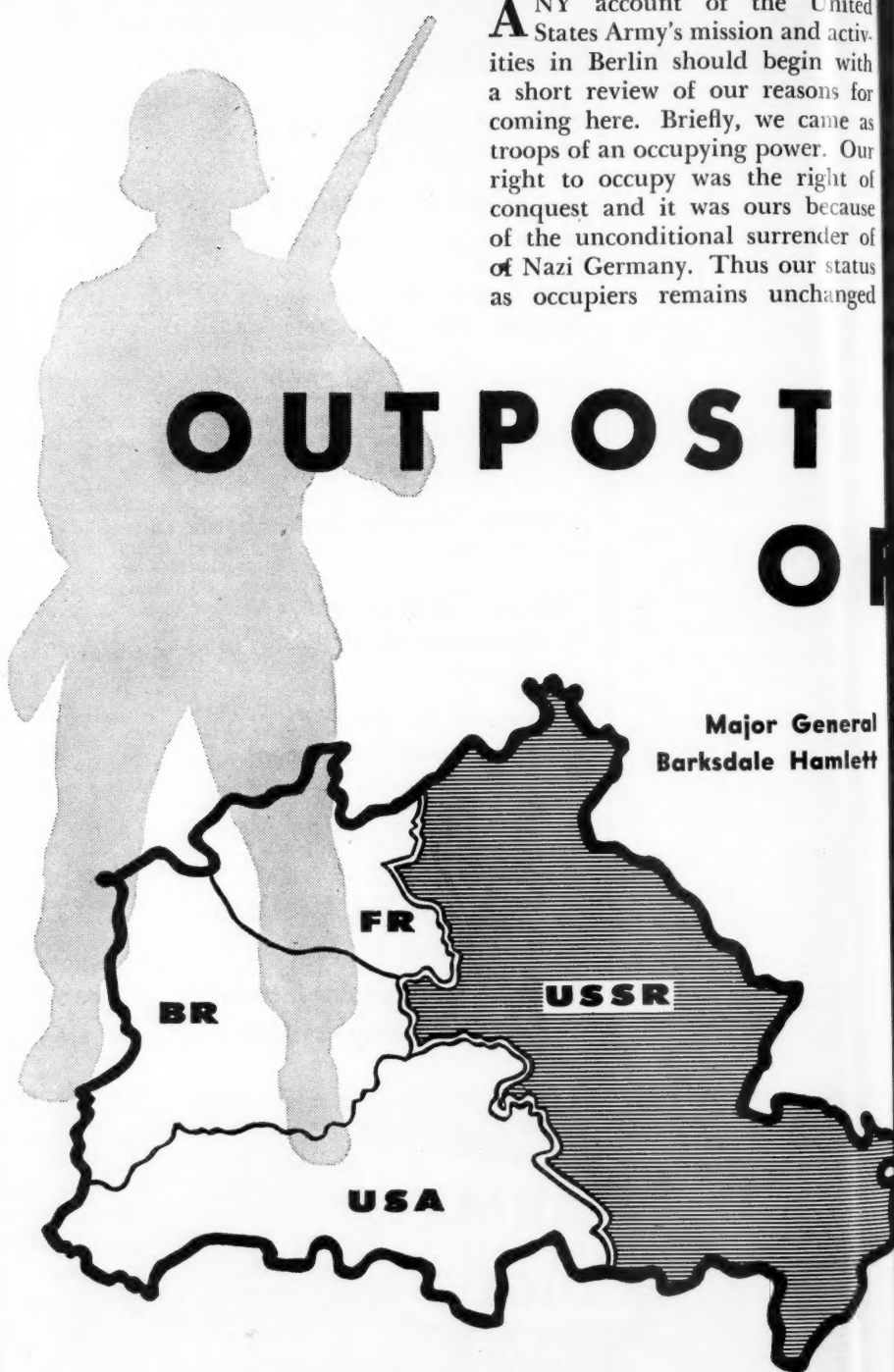
U. S. ARMY MAGAZINE

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ANY account of the United States Army's mission and activities in Berlin should begin with a short review of our reasons for coming here. Briefly, we came as troops of an occupying power. Our right to occupy was the right of conquest and it was ours because of the unconditional surrender of Nazi Germany. Thus our status as occupiers remains unchanged

OUTPOST OF

Major General
Barksdale Hamlett



and still provides the legal basis for our presence in the city.

The arrival of U. S. Army occupation troops in Berlin on 1 July 1945 found the German capital in a state of complete economic, political and social chaos. Two years of intense bombing and a fanatical last-ditch struggle between defending SS troops and the attacking Red Army had left the city in ruins. The dazed inhabitants were just beginning to attempt to provide themselves with the bare necessities of life.

Today, scarcely 14 years later,

occupation, and division of Berlin, as the former German capital, into three national sectors to be occupied by the United States, Great Britain and Russia. The French Sector was created later by subdividing the British Sector. It was further agreed that the city as a whole would be administered quadripartitely by an Allied Kommandatura. This system was adopted upon the capitulation of Germany and proved to be reasonably effective in Berlin until 1948.

It now appears that the Soviets agreed to quadripartite administra-

DEMOCRACY

West Berlin has made a phenomenal recovery and is a brilliant showcase of the Western World located more than a hundred miles within Communist territory. Much of the eastern half of Berlin—for Berlin is a divided city—still lies in the rubble of World War II. The story of the recovery of West Berlin is a tribute to the courage and determination of the West Berliner in the face of strong Communist attempts to break his spirit. The U. S. Army has played, and is continuing to play, an important part in this story.

DIVIDED CITY

LATE in World War II the European Advisory Council (EAC), with United States, British and Russian memberships, recommended the division of conquered Germany into national zones of

tion of the Berlin City Council in the expectation that there would be a substantial Communist representation on that council. The fact that Communists did not subsequently achieve a strong representation led to a change in Soviet tactics, to the Soviet blockade of Berlin and the famous Allied airlift, the disruption of the Berlin City Council by Communist hoodlums, the walkout of the Soviet Commandant from the Allied Kommandatura, and the establishment of a Communist city administration in the Soviet Sector.

Although the city's quadripartite status still exists in theory, and although the Soviet Commandant is

MAJOR GENERAL BARKSDALE HAMLETT is U.S. Commander, Berlin. The author wishes to acknowledge with appreciation the background research for this article which was performed by Captain Guy H. McCarey, Jr., of Berlin Command.

Outpost of Democracy

at liberty to return to his chair in the Allied Kommandatura at any time, he has not returned. His departure in June 1948 served to complete the division of the city.

The withdrawal of the Soviets from the Kommandatura left only a few areas in Berlin in which vestiges of quadripartite cooperation continue on a regular basis. Most notable among these are the Berlin Air Safety Center where United States, British, French and Soviet representatives exchange information on the flight of military and civil aircraft in the Berlin area and through the three air corridors used by Allied aircraft to and from Berlin to facilitate positive separation of planes in flight; and Spandau Prison, where three remaining Nazi war criminals sentenced at the Nuremberg war crimes trials are guarded by United States, British, French and Soviet troops. This duty is rotated among the four powers with each nation providing the military guards for one month at a time.

FACTS AND FIGURES

BERLIN is a large city. The entire city—both East and West sectors—covers a total of 340 square miles and has a population of 3,340,000. The eastern portion, or Soviet Sector, comprises 155 square miles with a population of 1,140,000. The United States, British, and French Sectors, which make up West Berlin, have a total of 185 square miles, 81 of which are in the U. S. Sector, and a total population of 2,200,000. The border between the Soviet Sector and the three West Sectors is 28 miles long. Surrounding Berlin and bordering on West Berlin for 75 miles is the Soviet Zone of Occupation, the so-called German Democratic Republic, a puppet regime of the Soviets which has never been endorsed by the people of the Soviet Zone in any manner that can be described as a free expression of choice.

ACCESS TO BERLIN

BECAUSE of the quadripartite status of the city, free movement is

Map at left shows position of Berlin well within Soviet zone of occupation, while at right is map detailing the various sectors of the city.



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Maj. Gen. Barksdale Hamlett, U. S. Commander, Berlin, pauses on steps of Allied Kommandatura with General de Brigade Jean La Comme, French Commander, and Major Gen. F. D. Rome, British Commander.

possible between all of the various sectors of Berlin. Entry of Allied personnel into the Soviet Zone, however, is strictly prohibited except with proper documentation, through designated checkpoints and over prescribed routes.

The three ways by which Allied occupation personnel can enter and leave the city are: by automobile over the 105 mile autobahn between Berlin and Helmstedt in the Federal Republic of Germany; by one of the two military passenger trains which leave Berlin daily for Frankfurt Am Main and Bremerhaven; and by either military or civil aircraft flying through designated air corridors. There are three of these 20-mile-wide corridors which are used by all Allied military aircraft and by planes of the three civil airlines which service West Berlin.

Upon entering and leaving the Soviet Zone, both train and automobile passengers must halt at established Soviet checkpoints and submit their orders to Soviet personnel for stamping. Aircraft are not subjected to any Soviet controls

except the requirement to use one of the designated air corridors.

ORGANIZATION AND MISSION

AS might be expected, the unusual Berlin situation has required the development of a unique United States military-diplomatic organization. The organization of the Office of the United States Commander, Berlin was proposed in 1949 by General Maxwell D. Taylor. These recommendations were approved by the United State High Commissioner for Germany and by the Commander-in-Chief, United States Army, Europe, and General Taylor was appointed the first United States Commander, Berlin.

As the United States Commander, Berlin—or USCOB—I am the senior U. S. official in the city, responsible for the preservation of the interests of the United States in Berlin and the coordination of all United States agencies in the city.

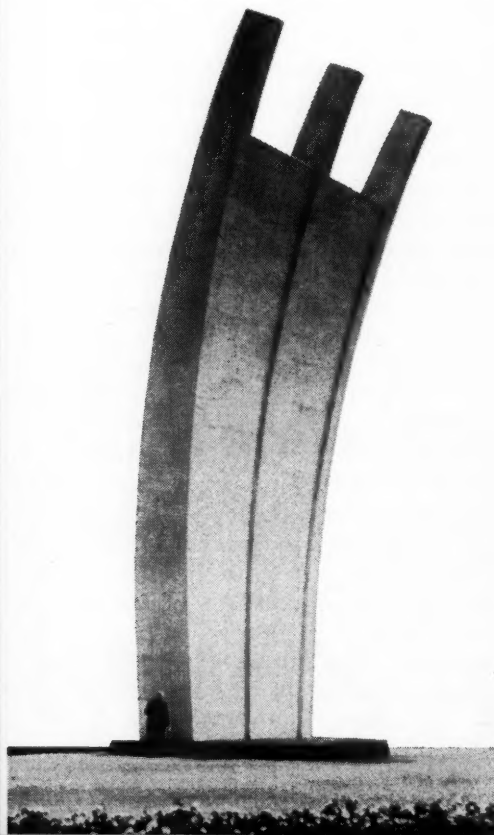
As the representative of Ambassador David K. E. Bruce, who is the Chief of the United States Diplomatic Mission to the Federal

Outpost of Democracy

Republic of Germany in Bonn, and also Chief of the United States Mission, Berlin, I am responsible for the exercise of all United States governmental functions in the United States Sector, and I sit as the United States member of the Allied Kommandatura.

As the Berlin Deputy of General Henry I. Hodges, Commander-in-Chief, United States Army, Europe, I exercise the authority of CINCUSAREUR within the United States Sector of Berlin. I am responsible to General Hodges for the security of the United States Sector of the city, for supervising the preparation of plans involving the security of our sector and for the

Memorial to victims of 1948 Berlin Airlift serves as a reminder of the swift reaction of Western powers to Soviet attempts to strangle city.



coordination of those plans with our Allies in Berlin.

U. S. MISSION, BERLIN

UNDER my supervision the United States Mission, Berlin, headed by Mr. Bernard Guffer, the Assistant Chief of Mission, is charged with the performance of United States civil responsibilities and duties and United States governmental functions in the United States Sector. The mission includes a full range of normal State Department activities and a wide variety of United States Information Agency activities.

Of particular interest in Berlin are RIAS (Radio in the American Sector) and the *Amerika Haus*. RIAS broadcasts twenty-four hours a day over nine frequencies. Its broadcasts range from music and radio plays to news reports and commentaries, and despite Soviet Zone jamming, are beamed to an estimated six to ten million regular listeners in the Soviet Zone alone.

Amerika Haus, conveniently located for visitors from East Berlin, provides an opportunity for both East and West Berliners to read Free World books and periodicals, to see American newsreels and documentary films, to hear lectures and to participate in discussion groups and English language classes. During 1958 *Amerika Haus* had approximately 1,500,000 visitors, one third of whom were from the Soviet Sector of Berlin or from East Germany.

BERLIN COMMAND

BRIG. GEN. Charles S. D'Orsa, the Commanding General, Berlin Command, is the commander of

famed Brandenburg Gate now marks beginning of Soviet sector, with sign warning "You are now leaving West Berlin."



the U. S. Army occupation troops in the city. This well-rounded force consists of combat and service troops, and includes the 2d and 3d Battle Groups of the 6th Infantry Regiment. These troops share with the British and French forces in Berlin the responsibility for maintaining security, protecting Allied interests and insuring freedom of movement.

Known as "Guardians of the Outpost of Democracy," these two Battle Groups undergo a year-round program of intensive training in an 11,000 acre wooded area along the western borders of the city. High spots of their training year include joint exercises with British and French troops in Berlin, and Battle Group exercises conducted annually during the six weeks that each spends at one of the large maneuver areas in the Federal Republic of Germany.

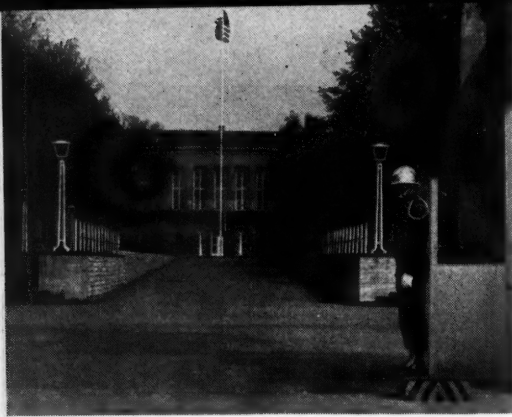
Contacts of our soldiers with members of the French and British garrisons in Berlin are not limited to field exercises. In addition to cooperation at the Allied autobahn checkpoints where United States, British and French soldiers work

side by side, the Battle Groups of the 6th Infantry Regiment have developed exchange programs which enable their company grade officers to trade jobs with their opposite numbers in British and French troop units and staff sections. In this way they acquire a much better understanding of our Allies in Berlin.

Excellent relations also prevail between United States occupation troops and the West Berliners. Many of the troop units in the city have adopted orphanages which they help to support, and the overall excellent bearing and conduct of our soldiers has won for them the Berliner's respect and admiration. The West Berliners have a warm place in their hearts for the men who are here guarding against Communist encroachment, and their attitude toward our troops is never more in evidence than during the Christmas season when many soldiers are invited to German homes.

ALLIED STAFF, BERLIN

THE Allied Staff, Berlin—a tripartite staff composed of United



From these headquarters of the U. S. Army in West Berlin, military and civilian interests of the United States are supervised and administered.



U. S. soldiers adopt orphanages or play hosts to refugees, above. Some 1,500,000 visitors, many from behind Iron Curtain, visit Amerika Haus yearly.



States, British and French officers and enlisted personnel—is the medium through which the three Allied Commandants coordinate military matters. The Chief of Staff and the G-2 of the Allied Staff are provided by the United States Commander, Berlin. Joint CPXs are conducted from time to time and provide another example of the smooth-working relationship which exists among the Allied forces in Berlin.

ALLIED KOMMANDATURA

THE Allied Kommandatura remains, legally, the supreme authority in Berlin, just as each Commandant is the supreme authority in his sector. Although the Kommandatura retains its authority in such fields as the security of Berlin, powers of the Berlin police, satisfaction of occupation costs and Berlin official relations with authorities abroad, the Allies have each year returned more and more power to the West Berlin civil authorities.

Basic changes in Allied-German relationships have reduced to a minimum the participation of the Allied Kommandatura in the actual governing of Berlin. Today the Kommandatura is the medium through which the Allied Commandants tripartitely exercise their civil responsibilities for the government of Berlin just as the Allied Staff is the organ through which they coordinate tripartite military matters. Chairmanship of the Kommandatura revolves monthly among the three Allied Commandants.

Within this framework the actual government of West Berlin consists of the Governing Mayor,

the Mayor and the Senate, who are responsible to Berlin's House of Representatives. The twelve West Berlin Boroughs have autonomous administration headed by District Mayors responsible to the District Assemblies. The elected officials of West Berlin are voted into office by an electorate of approximately 1,760,000 eligible voters from two major and four minor political parties.

SPECIAL PROBLEMS

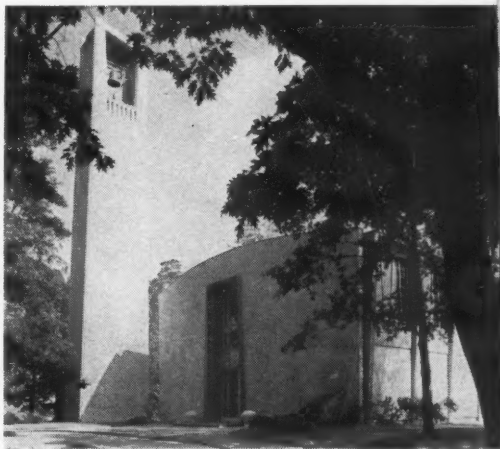
THE problems with which West Berlin is confronted as a result of its location and its division do not exist anywhere else in the world. There are, for example, in the whole of Berlin two separate telephone systems, two power and light systems, two public transportation networks, and two fire and police departments.

Another unique West Berlin problem is created by the fact that the city must absorb a large percentage of the constant stream of refugees flowing into it from East Berlin and the Soviet Zone. Since 1949 more than a million and a quarter East Germans have sought refuge in West Berlin. During 1958 alone 120,000 refugees came into the city. Most of these people are resettled in West Germany but many of them remain in West Berlin where the housing shortage is a constant problem.

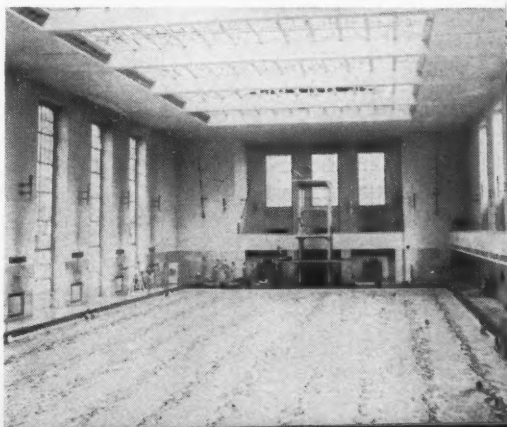
WEST Berlin is almost completely dependent upon West Germany for all food, consumer goods, machinery and raw materials. The West Berliners also market almost all of their products in the West. The city's lifelines are the canal, highway, rail and air connections



McNair Barracks, home of the 6th Infantry Regiment units acting as "Guardians of the Outpost of Democracy," typifies modern housing provided for U. S. troops.



Modernistic chapel, above, serves U. S. troops religious needs. Indoor pool at Andrews Barracks, below, is one of the many recreational facilities provided.

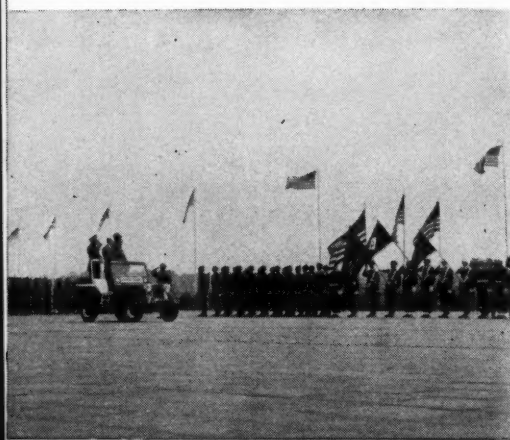




Troops maintain constant state of alert readiness, staging frequent maneuvers. Here 6th Infantry soldiers engage in a test of mobility preparedness.



Rigorous, realistic field exercises are staged, above, while below, commanders troop the line in Armed Forces Day review at famed Tempelhof Air Base.



between Berlin and the Federal Republic of Germany.

Each month roughly 600 barges and 14,000 trucks deliver cargos from West Germany to Berlin. In addition, thirteen freight trains arrive in Berlin daily with cargos originating in West Germany. All of these cargos must pass through territory controlled by a regime hostile to both the West Berlin Government and the Allied powers in Berlin. Manufacturers and shippers have been subjected to such harassing tactics as the delay or seizure of cargos, and the levying of prohibitive tolls or the imposition of exorbitant fines for infractions of constantly changing Soviet Zone regulations.

These tactics are designed to emphasize the isolated situation of West Berlin and thus to discourage the placing of Berlin orders by West German firms and the investment of West German capital in Berlin industry. However, they have not and do not constitute a direct limitation on the volume of trade, partly because of concessions which have been granted by the Federal Republic in order to make it more attractive for West German firms to invest and do business in Berlin, and partly because of political and economic advantages accruing to the Soviet Zone regime from this trade.

Personal and corporate taxes in Berlin are 20 percent below the West German level; Berlin firms are exempt from certain taxes and, in some cases, are granted attractive freight differentials on shipments to West Germany. Despite Communist harassment, Berlin industry has grown and prospered and, despite the fact that Berlin

remains a deficit area, most of its economic handicaps are being overcome.

THE FUTURE

THE problems which have been highlighted by the recent Soviet proposals with regard to Berlin are not essentially new ones. West Berlin, with its many concrete examples of the advantages of the free, democratic West, has long been a source of embarrassment to the Communists. For the peoples of the nations of Eastern Europe, West Berlin has become a symbol of freedom and of the steadfastness of the Allied powers; it has become a magnet for those who cannot live under a Communist regime; it has also become a beacon of hope.

The current Soviet objective—to force the Allies out of Berlin—has long been apparent. It is clear that all of the Soviet attempts to pressure the Allies into recognizing the East German Communist regime, all of their harassing of Allied Berlin traffic, and all of their recent proposals for the establishment of a "Free City" of West Berlin are merely intermediate objectives along a route of march, the ultimate objective of which is the elimination of the Allies from West Berlin and the incorporation of the city into Communist East Germany.

The Berlin problem is inextricably bound together with the problem of the reunification of Germany. Until that problem is solved, the presence in free West Berlin of U. S. Army Occupation Forces is clearly in the national interest of the United States, providing the best guarantee of the continued freedom of the city.



Cooperation and keen competition exist side by side among Allied troops. Here French, British and U. S. soldiers engage in marksmanship contest.



U. S. soldiers in Berlin observe training and equipment of their allies, above, while troops of three powers aid travelers at autobahn checkpoint, below.



**Marking another anniversary this May,
the Women's Army Corps continues to uphold a**

Proud

**Lieutenant Colonel Hattilu W. Addison,
WAC-Retired**



TODAY—as in time of war—the Women's Army Corps is a vital part of our Nation's military establishment. Currently it is comprised of approximately 10,000 members—8,000 Regular Army and Reserve on active duty, and 2,000 Army Reserve not on active duty. They are serving throughout the United States and in France, Germany, Italy, Hawaii, Japan, Korea and Okinawa.

As valued members of the Army team, their jobs are as varied as the locations in which they serve. From the offices of the Secretary of Defense, Secretary of the Army, and the Army Chief of Staff to the various field operations, Wacs perform non-combatant type duties.

In the White House a Wac is Administrative Assistant to the President's physician. In Korea a Wac is with KMAG as an Adviser to WAC, ROKA. In Hawaii a Wac

LIEUTENANT COLONEL HATTILU W. ADDISON, WAC-Retired, was Chief, Women's Army Corps Procurement Section, Military Procurement Division, Office of the Adjutant General, until her retirement in September 1958.

Record of Service

dison,

war—
is an aide to the Commanding General USARPAC, while another is on recruiting duty throughout the Islands. There is a Wac member of the Staff and Faculty of the Armed Forces Staff College and still other Wacs serve in the Missile Master unit at Fort George G. Meade, Maryland.

The primary mission of the Women's Army Corps is the same as that of other components of the Army—to assist in the defense of the United States. The Corps carries out its mission by making available to the Army the special skills of its members who volunteer for non-combatant duties, and by constituting a nucleus of trained military women as a basis for rapid expansion in the utilization of womanpower in time of national emergency.

Standards for acceptance as a member of the Corps are high. Applicants must meet high mental, moral, educational and physical requirements. Every effort is made at the level of selection to enlist or commission only well-qualified and

well-adjusted young women who are capable of making a real contribution to the Army.

The Corps offers unlimited opportunities for development of leadership and executive abilities, furtherance of education, understanding of the peoples of the world and their customs and cultures, and the many other benefits of an Army career to the following groups of young American women:

1. High school graduates, single, with no dependents, from 18 to 34 years of age inclusive, who are U. S. citizens (or who have declared their intentions to become citizens) may apply for enlistment in the WAC, Regular Army. Enlistments are from two to six years.

Women meeting these requirements who do not wish to apply for enlistment in the Regular Army may apply for enlistment for assignment to vacancies in Army Reserve units. Enlistment in the Army Reserve is normally for three years. Reservists participate in weekly

Proud Record of Service

drills and summer training and may apply for periods of extended active duty in the Army. They are eligible to attend service schools and enroll in Army extension courses, the same as Regular Army personnel.

Enlistment of high school graduates for Specific Army Schooling is open to young women as well as to young men. This program enables eligible young women to choose the specific training they desire before they enlist. Upon completion of basic training, they are guaranteed training in the specialized Army school of their choice. During Fiscal Years 1957-58, more than one fourth of the WAC enlistments were made under the provisions of this program. Army Career Group Enlistment options are also open to women.

2. Young women who hold a baccalaureate degree from an accredited college or university, age 20 through 32 years, who are U. S. citizens (or who have declared their intention to become citizens), single or married but with no dependents or legal responsibility for persons under 18, may apply for a commission as second or first lieutenant in the Reserve. If selected, they are called to active duty for a minimum of two years.

This direct commission program constitutes the major source of WAC officers. However, officers are also obtained from well-qualified enlisted women between the ages of 20 and 28, through the Officer Candidate School program. Highly qualified noncommissioned officers and warrant officers, not over 28 years of age, also may be appointed



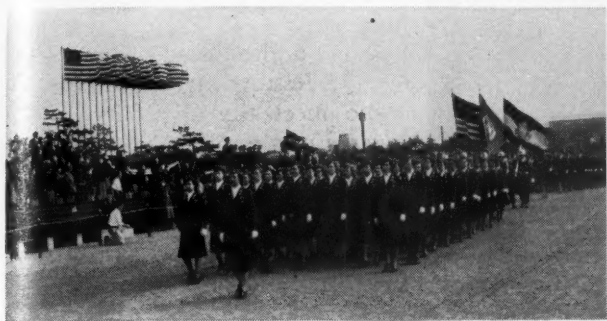
Maintaining ancient traditions, the bugler sounds stirring calls for recruit formations at U. S. Women's Army Corps Center.



Incoming plane is guided by Wac in a control tower, above, while another engages in aerial photography, below.

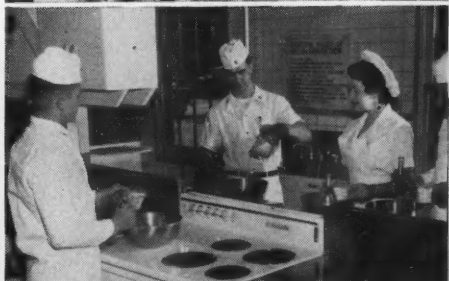


AFTER RECEIVING BASIC TRAINING, WACS SERVE THE ARMY IN A WIDE VARIETY OF IMPORTANT JOBS



Colorful retreat ceremony, right, concludes a day's training at the WAC Center. Above, Wacs pass in review on formal parade.

Among their many and varied tasks, Wacs serve as medical laboratory technicians, or in morale building bands. They teach the arts of food service to Army cooks, or learn to become dental assistants.





Two happy young trainees make their first call home after reporting for basic training at the Women's Army Corps Center.

as second lieutenants in the Reserve. Regulations governing these programs are the same for both male and female Army personnel.

Qualified women may apply for commissions in the Army Reserve for assignments to Reserve units where appropriate vacancies exist. They participate in weekly drills and summer training and may be called to active duty. Also warrant

officers and enlisted women of the Army Reserve not on active duty who meet the eligibility requirements may apply to attend OCS in an active duty status.

3. The last group is composed of women who are juniors in accredited colleges and universities. They may apply to attend the College Junior Orientation Course held each summer at the United States Women's Army Corps Center, Fort McClellan, Alabama. This four-week course is designed to acquaint women who have completed their junior year in college or the first half of their senior year with Army activities.

Carefully selected women are enlisted in the grade of corporal for attendance in this annual course. If they do not apply for a Reserve commission upon graduation from college, they are discharged and have no further obligation. First given during the summer of 1957 and repeated in the summer of 1958, the course has evoked great interest in the WAC on the part of educators and college women.

ARMY training for enlisted women is accomplished either by attendance at specialized Army schools or on-the-job training. Upon completing eight weeks of basic training at the U. S. Women's



Wacs learn how to handle equipment and make a variety of items at the many well stocked hobby shops to be found on Army posts.

WHILE THEY SERVE IN MANY FAR OFF PLACES, WACS TAKE ADVANTAGE OF TRAVEL OPPORTUNITIES

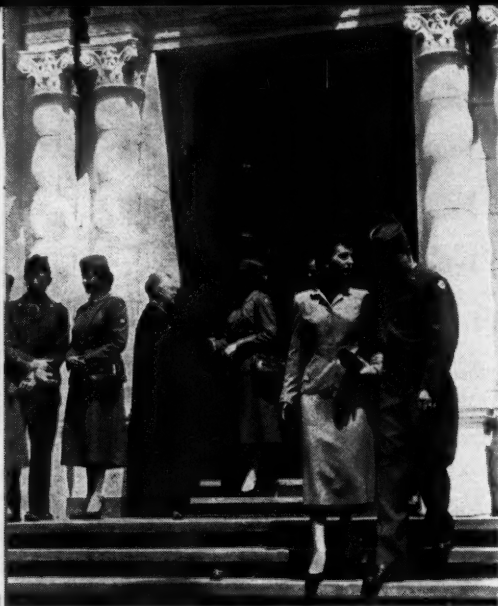


In Paris, Wac window shops with Dutch, French friends while in Hawaii another strolls in shadow of Diamond Head.



They shop, see the sights, make friends wherever they may be, whether in Japan trying on a "haori," viewing famed Leaning Tower in Italy, making friends with German children.





Whether at the WAC Center, as above, or at some overseas post, chapel services are always available and are well attended.

Army Corps Center, enlisted women attend various Army schools to train for the work for which they have shown special aptitude in scientifically designed tests.

As they progress in their careers, advanced courses are open to them. Army schools which they attend include Finance, Signal, Adjutant General, Information, Intelligence, Quartermaster, Engineer, Medical, Chemical and Food Service.

Newly appointed WAC officers attend a twenty-week WAC Officer Basic Course at Fort McClellan. Later, they may be selected to attend the WAC Officer Advanced Course or various high-level Army schools. These include Adjutant General, Information, Finance, Signal, Quartermaster, Psychological Warfare, Foreign Area Specialist Training, Strategic Intelligence, Army Language, Transportation,

Command and General Staff College and the Industrial College of the Armed Forces.

Officers selected on a best-qualified basis are trained at civilian institutions at both the undergraduate and graduate levels. Selected officers may also enroll in civilian colleges in a final semester plan for acquiring a baccalaureate degree.

ALL officers are commissioned in the Women's Army Corps, but many are detailed in other branches of the Army. WAC officers hold the rank of second lieutenant through lieutenant colonel. The Director has the temporary rank of colonel and is assigned to the office of the Chief of Staff, United States Army, as advisor on the Women's Army Corps.*

UTILIZATION of WAC personnel is today far removed from the original four limited fields when the Corps was first established—clerical, communications, cooks and bakers, and motor transport. Today, enlisted women are utilized in seven of the ten enlisted occupational fields.

They are assigned to various jobs in administration, communications, finance, information, recruiting, machine accounting, supply, medical, food service, security, electronics, and coding. In addition, they are utilized in Army antiaircraft and artillery units, precision maintenance, military crafts, clerical, graphics, control tower operation.

*During its 17-year history, the Women's Army Corps has had five directors: Col. Oveta Culp Hobby (1942-45), Col. Westray Battle Boyce (1945-47), Col. Mary Agnes Hallaren (1947-53), Col. Irene Ottilia Gallo-way (1953-57). Current Director of the Corps is Col. Mary Louise Milligan.

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GEST

Colonel Mary L. Milligan,
Director of Women's
Army Corps, confers with
a group of Army women
during inspection trip.



WAC officers are utilized in eight of the ten occupational groups for Army officers, which include Communications and Transportation; Administrative, Executive, and Training Services; Medical and other Health Services; Procurement, Supply, Maintenance, and Repair Services; Welfare and Special Services; Fiscal, Accounting, and Budgeting; Professional, Subprofessional, and Scientific Services; Protective, Intelligence, and Investigative Services. They serve in staff and operational assignments at all levels of command and staff in the Army.

Army leaders recognize this contribution of the Women's Army

Corps to the accomplishment of the Army's mission.

In observance of the anniversary of the Corps, General Maxwell D. Taylor, Army Chief of Staff, said: "During the years since it was originally formed, the Women's Army Corps has become firmly established as an integral part of the United States Army. The many achievements of the Corps, in what has been a relatively short period of time, are a tribute to the soldierly qualities and the conscientious application to duty of the women who comprise it."

UNIFORMS of the Women's Army Corps have been styled by

Off-duty recreation takes many forms. Here five Wacs surprise another on her birthday, with cake, candles, gifts.





During World War II, Wacs served on many active fronts, as this sergeant with Lt. Gen. Mark Clark in Italy.

one of the country's leading fashion designers. Each enlisted Wac receives her complete wardrobe, individually fitted, with special alterations when necessary. This includes service uniforms, overcoat, raincoat, exercise and special duty uniforms, hats, shoes, gloves, handbag. A cash allowance is given for the purchase of more personal items such as hose, lingerie and one pair of high-heeled, dress pumps.

In addition to the issued items, four other uniforms may be

individually purchased. They are the light taupe service uniform, the white dress uniform, the blue dress uniform and the evening dress uniform for formal functions.

Summer of 1959 will find the Wacs wearing a new green and white striped, two-piece summer uniform. For the 1960 winter season, the "Army Green" service uniform will be available. Newly commissioned officers receive a monetary allowance for purchase of uniforms.

WHILE the history of the Corps has been written within the brief span of seventeen years, it is filled with the most exciting events and difficult problems of our times.

The Women's Army Corps came into being to assist in meeting personnel needs which arose during World War II when a shortage of manpower developed. The Army's urgent need for the skills of women led Congress to enact a law on 14 May 1942, establishing the Women's Army Auxiliary Corps. By a subsequent Act of Congress, the Women's Army Auxiliary Corps

HIGHLIGHTS OF THE WOMEN'S ARMY CORPS

- 14 May 1942. Women's Army Auxiliary Corps established by Congress.
- 20 July 1942. First class of officer candidates and first recruits in the WAAC begin training at Fort Des Moines, Iowa.
- 27 January 1943. First contingent of enlisted women to serve outside of continental United States arrives at Allied Headquarters in North Africa.
- 30 April 1945. Peak WAC strength of approximately 100,000 reached.
- 4 October 1948. First basic class and first officer candidate class, Regular Army, begin training at the Women's Army Corps Training Center at Camp Lee (now Fort Lee), Virginia.
- June 1950. With outbreak of hostilities in Korea, Corps strength stands at about 7,000 strong.
- December 1951. Approximately 12,000 Wacs on active duty—with Corps strength almost doubled within a year and a half.
- 26 May 1954. Permanent Women's Army Corps Center and Women's Army Corps School established at Fort McClellan, Alabama.

Gen. Matthew B. Ridgway, then Army Chief of Staff, unveiled bronze plaque at dedication ceremony of WAC Center, Fort McClellan.



became the Women's Army Corps, a component of the Army of the United States, on 1 September 1943.

During World War II more than 150,000 Wacs served in all theaters, including the United States, Europe, Africa, the Southwest Pacific, China, India, Hawaii, the Philippines, and Alaska. At the end of the war the Army, faced with the loss of its women's component, asked Congress to make the WAC a permanent part of the military establishment. While he was Army Chief of Staff, General Dwight D. Eisenhower told Congress that "... a modern Army must have Wacs."

The legislation making the WAC a component of the Regular Army of the United States and a part of the Army Reserve was signed into law on 12 June 1948. In only six years from the time they began to serve *with* the Army as an auxiliary, the Wacs had earned, and had been granted, the right to say, "We are *in* the United States Army."

WITH the establishment of a Women's Army Corps Center and School at Fort McClellan, Alabama, in 1954, the Corps for the

first time had a permanent home.

Speaking at the dedication ceremonies, General Matthew B. Ridgway (Ret), then Army Chief of Staff, declared: "... To back up and support our fighting men, the Women's Army Corps is indispensable. Women have proved that they can perform capably and efficiently many of the tasks that had formerly been considered exclusively within the province of the male officer ...

"... Wacs are vitally important now, and they will be even more so in the future. The Women's Army Corps has a very important role to play. Just as the other arms and services of the Army must maintain the mobilization base upon which to build rapidly, so the Women's Army Corps of today is the nucleus from which, if war should come, a much greater Women's Army Corps could spring ..."

TODAY wherever members of the Women's Army Corps are serving, whatever their job, each is keenly aware of the importance of her particular work in assisting in the accomplishment of the Army's mission—the defense of the United States.



**Your understanding of the
options available under
the Uniformed Services
Contingency Option Act
is essential because**

THE *Choice* IS YOURS

**Brigadier General
George R. Mather**

AFTER many years of faithful service, military personnel can look forward to receiving monthly retired pay which can be quite substantial. There is one positive statement which can be made about this retired pay: when the retired member dies, the retired pay stops. The Uniformed Services Contingency Option Act, however, is

BRIGADIER GENERAL GEORGE R. MATHER is Deputy Director of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, Department of the Army.

designed to provide a continuation of income for eligible beneficiaries in the form of an annuity.

In order to determine whether or not an individual has need for the provisions of the Act, he must first consider any possible source of income payable to survivors by the Federal Government. In this connection eligibility for compensation or pension payable by the Veterans Administration, or the payment of Social Security benefits, is summarized as follows:

- If the Veterans Administration makes a determination that the death of the retired member was caused by his military service, a widow can expect monthly Dependency and Indemnity compensation at the rate of \$112. per month, plus 12 percent of his basic pay, based on the grade he held at time of retirement.
- If the VA determines that his military service did not cause his death, his widow will not receive compensation, but she may receive a pension from the VA if at time of death he had in existence a disability incurred during the World War II or the Korean War period. The pension payment to a widow without children is at the rate of \$50.40 per month, provided she does not have an annual income in excess of \$1,400 (Payment of pension to a widow with children will not be made in the event the family has an annual income in excess of \$2,700 per year). In determining "annual income," proceeds from the Uniformed Services Contingency Option Act, Government sponsored insurance, and insurance proceeds available to the beneficiary in a lump sum are not included. All other income is included.
- Because military service is covered under the Social Security system, a widow without children can only expect income from this source after attaining age 62, while a



The Choice is Yours

widow with children under age 18 can expect income from Social Security until the youngest child is age 18, at which time this income will cease until she reaches age 62.

Thus, except for Social Security payments, the survivor of a retired person cannot, generally, look to Federal Government for monthly income. Some other source must supply income to replace the loss of retired pay.

RECOGNIZING that the survivors of retired personnel needed some source of income, the Congress enacted the Uniformed Services Contingency Option Act (USCOA) in 1953. Reduced to simple terms, a person who makes an election under the Act says, in effect: "When I retire, don't pay me my full retired pay; instead hold back a portion to pay for an annuity in the event I die before my dependents."

Beyond the simple explanation of "what" the Contingency Option Act is, questions as to "how" it operates are complicated. "When must I agree to accept a 'reduction' in retired pay, and what happens if I change my mind about USCOA before and after retirement?" "How much will it cost?" "What amount can be left to survivors?" "What Options are available?" These and many other questions must be answered before an intelligent decision on participation in the program can be made.

When the Congress was considering USCOA, it was clearly indicated that this program should be self-sustaining, without cost to the Federal Government. To carry out this intention, requirements concerning an initial election,

modifications as well as revocations, are strict. For example, a person must indicate, prior to the completion of eighteen years of service *for pay purposes* (which may not be the same as years of active duty) that he desires to receive a reduced amount of pay at time of retirement in order to provide an annuity for his survivors.

A person who did not make an election prior to the completion of eighteen years of service for pay purposes may not make an election after that time. Once a timely election has been made, it can be modified or revoked. However, a modification or revocation will not become effective if a person retires before the modification or revocation has been on record for at least five years before retirement.

Once a person is retired, he may not modify or revoke his election. Once a revocation has been filed, it may not be withdrawn nor may a subsequent modification be filed, and, as indicated above, if a member retires before the revocation has been on file for at least five years, such a revocation is without effect.

These stringent provisions are designed to assure that elections will be made on the basis of "sharing" retired pay with survivors, and that elections are not made with a knowledge of the state of health of the military member and his potential survivors. If these stringent requirements were not included, the healthy members would elect minimum participation, and the unhealthy would elect maximum coverage.

THE "cost" is determined by a percentage reduction developed by

a Board of Actuaries, established by law. The percentage reduction varies in each case, as the cost is dependent on the age of the military member at time of retirement, the age of his wife, and, in some cases, the age of his youngest child. In addition, the cost to a member retired because of physical disability is approximately 50 percent greater than the cost to a person retired for reasons other than physical disability.

The amount of the annuity which may be left to survivors can be one-half, or one-fourth, or one-eighth of your "reduced retired pay." Reduced retired pay is gross retired pay, less the cost of USCOA.

There are four "Options" available:

Option One provides an annuity for a widow, payable for her remaining lifetime, but this annuity will cease if the widow remarries.

Option Two provides an annuity for a child, or children, payable so long as the child is under age 18, or has not married. Children who are incapable of self-support by reason of physical or mental defect continue to receive the annuity beyond age 18, as long as the child is incapable of self-support.

Option Three is an annuity payable as long as either a widow or a child is eligible. For example, if a retired member is survived by a widow and children, and the widow dies or remarries, the annuity under Option Three is continued to the child or children as long as they remain eligible.

The final Option, designated as *Option Four*, is not in itself an Option. It is more a proviso that in event the proposed beneficiary

fails to remain eligible (through death, divorce and remarriage or, in the case of children, having reached age 18) deductions from the retired pay cease. When Option Four is included with either Options One, Two, or Three, the cost of the basic option is slightly increased.

NOW to the important question: "What will it cost and what will the benefits be in a given situation?" Let's consider a hypothetical case to determine the cost of Option One with Option Four to provide an annuity of one-half of the reduced retired pay.

Presume that a member who is about to complete 18 years of service for pay purposes anticipates that he will be retired in the grade of colonel upon completion of 30 years of service and five years in that grade. He proposes to elect Options One and Four. At that time he will be age 53, and his wife will be three years younger. A referral to Army Regulations 37-104 (see page A-3-3, Appendix III) or to DA Circular 608-13 dated 2 July 1958 (See Appendix I, page 17) will produce the "percentage reduction factor" in his particular case.

In this given situation, the "factor" is .1341, which, simply stated, means that his retired pay will be reduced by 13.41 percent and his widow will receive half of his reduced retired pay if he predeceases her in a retired status.

Carrying this example out to a dollars and cents calculation, the following figures are applicable:

At the time of retirement he will be entitled to 75 percent— $2\frac{1}{2}\%$

The Choice is Yours

percent for each year of service (30)—of the pay he is receiving. The basic pay of a colonel with over 30 years of service is \$985, and 75 percent of that equals \$738.75 per month, his gross retired pay.

Multiplied by .1341, this produces a cost of \$99.07, which reduces his retired pay to \$639.69. His widow would be entitled to one-half of this reduced retired pay, or \$319.84 per month for the rest of her unremarried lifetime.

IN order to determine the cost and potential benefit for Option One with Option Four for one-fourth of his reduced retired pay, he must "convert" the one-half factor to the one-fourth equivalent. To do this, he refers to page A-3-16 of Appendix III, AR 37-104 or to page 17 of DA Circular 608-13, and finds that the one-fourth equivalent is .0719. He then follows the same procedure as described above: Gross retired pay, \$738.75, times the appropriate factor, .0719, produces a cost of \$53.12 which makes his reduced retired pay \$685.63 per month. One-fourth of this reduced retired pay is \$171.41, the amount of income his widow can expect while she remains unremarried.

To determine the cost and benefit should he wish to provide his widow with an annuity of one-eighth of his reduced retired pay, the same steps are followed: The one-eighth equivalent of the one-half factor, found on page A-3-23 of

Appendix III of AR 37-104 (or on page 17 of DA Circular 608-13) is .0373. His gross retired pay, \$738.75, multiplied by the factor, .0373, produces a cost of \$27.56, which reduces his retired pay to \$711.19 per month. One-eighth of this reduced pay is \$88.90 per month—the annuity which would be paid to his widow.

In all of the above cases, since Option Four was included with the selection of Option One, deductions from the colonel's retired pay would cease in the event his wife predeceases him, or in the event they become divorced.

THE following examples indicate the difference in cost when Option Four is or is not included, and the difference in benefits. As noted above, if Option Four is not included with the basic Option, and the intended beneficiary predeceases the retired member, deductions from his retired pay will continue for the balance of his life, even though there is no eligible beneficiary.

Assuming the same situation as above (colonel, age 53 at time of retirement, with wife three years younger) Table I below applies.

The main advantage to selecting Option Four in conjunction with one of the other three options is that the intended beneficiaries may predecease the retired person, and if so, deductions from retired pay for USCOA ceases.

On the other hand, a person may

TABLE I

OPTION ONE WITH FOUR				OPTION ONE WITHOUT FOUR		
Fraction	Factor	Cost	Benefit	Factor	Cost	Benefit
One-half	.1341	\$99.07	\$319.84	.1217	\$89.90	\$324.43
One-fourth	.0719	53.12	171.41	.0648	47.87	172.72
One-eighth	.0373	27.56	88.90	.0335	24.74	89.25

not wish to include Option Four with his selection of an option to provide an annuity because his cost is slightly less if Option Four is not included, and the benefit to his widow will be slightly higher. As a general rule, actuarial experience indicates that women live from five to seven years longer than men. Further, a person may reason that if both he and his wife managed to live on a reduced retired pay, why should he want his pay to be "increased" if his wife should die first?

PROCEEDING one step beyond the above hypothetical examples, let us look at a case where the colonel has a considerable life insurance program but may still benefit from USCOA. Presume that, at this point in time, he has a small amount of money in a savings account, a modest amount of Treasury bonds, a current checking account with a balance of three figures, and a little money invested in securities.

As to life insurance, he has a very good program with a face amount of \$35,000. This life insurance program, together with compensation paid by the Veterans Administration and Social Security payments, assures his widow and children of a fairly comfortable income should he die while on active duty of service-connected causes. However, when he retires, he cannot count on any income from the Veterans Administration, and his children will be over age 18, so income from Social Security will be payable to his wife only upon reaching age 62.

What can he expect from his life insurance? His \$35,000 of insurance under present conditions

could be expected to provide his widow with a guaranteed life income of approximately \$115 per month. Or, this insurance could provide a monthly income of approximately \$300 for ten years, at which time the proceeds would have been exhausted and she would have to seek employment, which could cause her to lose her entitlement to Social Security payments.

Obviously something must replace the monthly income which he could have expected his survivors to receive if he died on active duty, or if he dies in a retired status because of a service-connected cause. The answer may well be, as it is in many cases, the Uniformed Services Contingency Option Act.

AS indicated earlier, the cost to a person retired by reason of physical disability is approximately 50 percent higher than if he is retired for reasons other than physical disability. The increased cost is applicable regardless of whether the disability is one which totally incapacitates the retired person and will cause a premature death, or if the disability is one which is minor in nature, and should not affect his longevity. While the cost to a person retired by reason of physical disability is higher, it is possible that the savings in income tax may offset this increase.

The unpredictability of the manner in which a member will be retired, when considered in the light of the rigidity of modifications and revocations, tends to make the USCOA program unattractive. The military departments are cognizant of this situation and it is contemplated that legislation will soon be

The Choice is Yours

introduced to prescribe that one cost table will be used, regardless of the type of retirement.

A comparison between the cost and benefit when a person is retired by reason of physical disability and when a person is retired for reasons other than physical disability, using the same situation, is shown in Table II (page 29).

As explained above, Option Three provides income for the family unit, as the income under Option One will cease when the widow dies or remarries, even when there are minor children. Strangely

enough, the cost of Option Three with Option Four is slightly less than the cost of Option One with Option Four. The reason the cost is less is because the possibility exists that the wife may predecease the retired member, and the potential benefit is limited until the youngest child reaches age 18.

Table III (page 29) illustrates the cost factors for Option Three with Option Four, again assuming that at time of retirement the colonel is age 53, his wife is three years younger and the youngest child is age eleven:

ARMY MUTUAL AID ASSOCIATION

ALTHOUGH the Contingency Option Act provides a comparatively recent method of providing for one's survivors, a group of Army officers long ago established an organization designed to help solve this problem.

Commercial life insurance companies of eighty years ago were reluctant to insure Army officers exposed to the hazards of life on the frontier, with the result that bereaved widows and children were often stranded at isolated posts until collections could be raised to return them to their homes. The Custer Massacre emphasized the need for action.

A group of officers, headed by General Philip L. Sheridan, meeting in Washington in 1878, decided that a cooperative institution organized along the lines of a life insurance company could best provide the funds and assistance desired. Thus it was that on 13 January 1879, the Army Mutual Aid Association was founded. Its purpose—to serve the bereaved families of deceased members in every possible way and to make funds immediately available. Despite changes in laws and conditions, these services, greatly expanded with the passage of time, are available to the career officer and his family today.

Three main services are provided by the Army Mutual Aid Association: First, as soon as notification of death is received, a wire is sent to determine whether telegraphic payment of \$1,500 is desired. Second, it maintains a trained and experienced staff to offer assistance with all Government and insurance claims and continues its contacts with dependents through the years to advise of favorable changes in laws. Third, it offers members an advisory service on life insurance matters and assists them to evaluate their insurance needs. The Association also provides a reliable source of information on Survivor Benefits, the Contingency Option Act, and other aspects of family planning.

The Army Mutual Aid Association has been termed one of the few remaining truly mutual insurance organizations, operated by career Army officers to help one another in time of need. Information on Association services is available through its headquarters: Army Mutual Aid Association, Fort Myer, Arlington 11, Virginia.

TABLE II—OPTION ONE WITH OPTION FOUR

NONDISABILITY RETIREMENT				DISABILITY RETIREMENT		
Fraction	Factor	Cost	Benefit	Factor	Cost	Benefit
One-half1314	\$99.07	\$319.84	.2004	\$148.05	\$295.35
One-fourth ..	.0719	53.12	171.42	.1114	82.30	164.11
One-eighth ..	.0373	27.56	88.90	.0590	43.59	86.90

If Option Three is chosen, and at time of retirement there is no eligible wife, deductions are made as if Option Two had been chosen. In the event there are no children eligible to receive an annuity, but a wife is eligible, deductions are made as if Option One had been chosen. If there are no eligible dependents at the time of retirement, no deductions are made.

Option Two, which provides an annuity for a child, or equally to children, might well be chosen when the retired member has children by a previous marriage living apart from him. It also could be chosen if the member feels that he has adequate income for his widow, but wishes to provide additional income while the children are under age 18.

Finally, Option Two combined with Option One is an excellent choice when the member desires that the "family unit" should receive about half of his reduced retired pay until the youngest child reaches age 18, then the widow should receive one-fourth of his reduced retired pay for the balance of her life. This can be accomplished by combining Option One (with or without Option Four)

with Option Two (with or without Option Four) for one-eighth under each Option. There is a provision in USCOA that if a combination of Options is selected (and only Options One and Two can be combined) the annuity payable shall not exceed half of the reduced retired pay.

THE cost of providing an annuity under Option Two is relatively insignificant. Table IV (page 30) is applicable to the original hypothetical situation described above—the colonel age 53 at time of retirement, his youngest child age 12, and his gross retired pay \$738.75 per month:

In this hypothetical case, the colonel may give consideration to combining Option One, to provide an annuity for his widow, with Option Two, to provide an annuity until his youngest child is age 18. A referral to the illustrations above discloses that Option One with Four for one-fourth of his reduced retired pay (see Table I) will provide his widow with \$171.41 per month, at a cost of \$53.12 per month; but Option Two with Four (assuming the youngest child is age 12 at the time the colonel

TABLE III

OPTION THREE WITH FOUR				OPTION ONE WITH FOUR		
Fraction	Factor	Cost	Benefit	Factor	Cost	Benefit
One-half1336	\$98.70	\$320.03	.1341	\$99.07	\$319.84
One-fourth ..	.0716	52.89	171.47	.0719	53.12	171.41
One-eighth ..	.0371	27.41	88.92	.0373	27.56	88.90

The Choice is Yours

TABLE IV—OPTION TWO WITH OPTION FOUR

<i>Fraction</i>	<i>Factor</i>	<i>Cost</i>	<i>Reduced Pay</i>	<i>Benefit</i>
One-half0147	\$10.86	\$727.89	\$363.95
One-fourth0074	5.47	733.28	183.32
One-eighth0037	2.73	736.02	92.00

retires) for one-fourth of reduced retired pay will provide an annuity of \$183.32 per month (see Table IV) until his youngest child is 18, at cost of \$5.47 a month.

This combination will assure that the family unit will receive approximately \$350 per month until youngest child is age 18, at a cost of less than \$60 per month. When the child reaches age 18, payments under Option Two cease, and the monthly income to the widow under Option One continues during her unremarried life.

A REVIEW of the above hypothetical case indicates that an election under USCOA definitely should receive serious consideration. A wise choice would be a combination of Options One and Two (with or without Option Four, depending on the individual's point of view), each for one-fourth of his reduced retired pay.

At time of retirement, he could exercise several choices as far as his commercial life insurance is concerned. For instance, he could discontinue payments and accept a reduced amount of "paid-up" insurance; or he could turn the cash values (on all or some) of his insurance policies into an annuity, and the monthly income from this source would either completely or partially offset his cost of participating in USCOA.

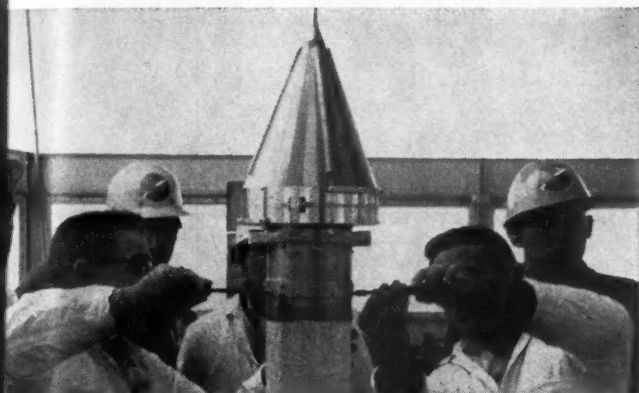
This latter idea deserves amplification and discussion. Presume

that the colonel in the above hypothetical case has a \$10,000 life insurance policy with a cash value of \$6,000. He can request that the cash value be paid him as a monthly annuity, payable for his remaining lifetime. This \$6,000 policy would provide him with approximately \$26 per month, and would partially offset his cost of participating in the USCOA program. This annuity from his cash value would completely pay the cost of one-eighth of his reduced retired pay, and the benefit to his wife would be \$88.90 per month. The \$10,000 policy would only pay his widow \$44, assuming that at the time of the colonel's death his widow is 55 years of age.

THOSE persons who are approaching eighteen years of service, and feel that USCOA has a place in their plans but are uncertain as to the option which should be chosen, and the portion of retired pay which should be left to their survivors, should consider making at least a minimum election. By so doing, the service member controls the alternative, in that an election was made prior to the completion of eighteen years of service for pay, and he is permitted to modify this election or to revoke it—subject, of course, to the requirement that the modification or revocation will not be effective if it has not been of record for at least five years prior to retirement.

Beyond Gravity's Grip—

PIONEER IV IN SOLAR ORBIT



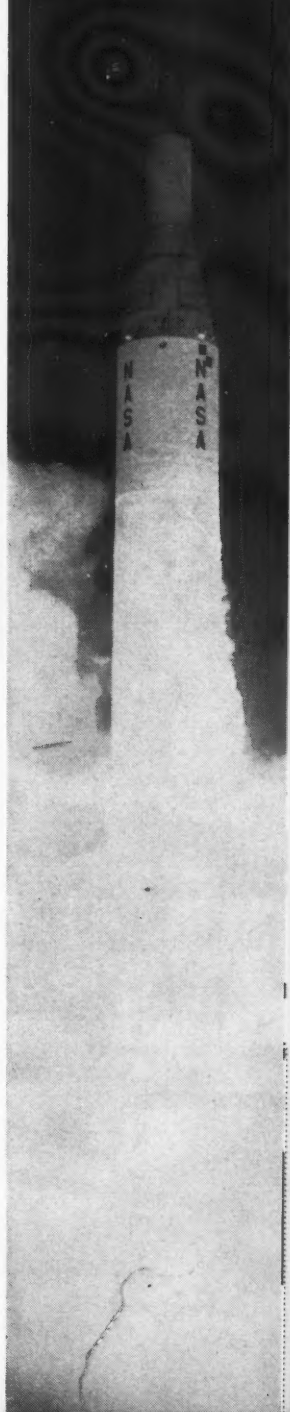
LAUNCHED with the Army's four-stage Juno II rocket, the instrumented space probe Pioneer IV now is in perpetual orbit around the sun—the first planetoid to be put up by the United States. The launch from Cape Canaveral, Florida, was accomplished at 0010:54 hours on 3 March under direction of the National Aeronautics and Space Administration by the Army as part of the United States effort in space research.

First stage of the 76-foot Juno II was the Army's Jupiter missile. Second was a cluster of 11 Sergeant solid propellant rockets, inside of which was the third stage of three Sergeants, developed and installed by Jet Propulsion Laboratories. The fourth stage was a single Sergeant carrying the payload in its nose.

Speeding off at the 25,000 mile-an-hour rate needed to break free of the earth's gravitational pull, Pioneer IV came within 37,000 miles of the moon and then swung into an orbit around the sun.

The 13½-pound, gold plated cone, crammed with electronic instruments, sent back radio signal data on the radiation belts that surround the earth until 6 March. Although its batteries now are silent, the man-made planetoid is expected to continue its sun-circling flight, making a rotation every 392 days. Except for some unlikely cosmic collision, it should maintain the rotation forever.

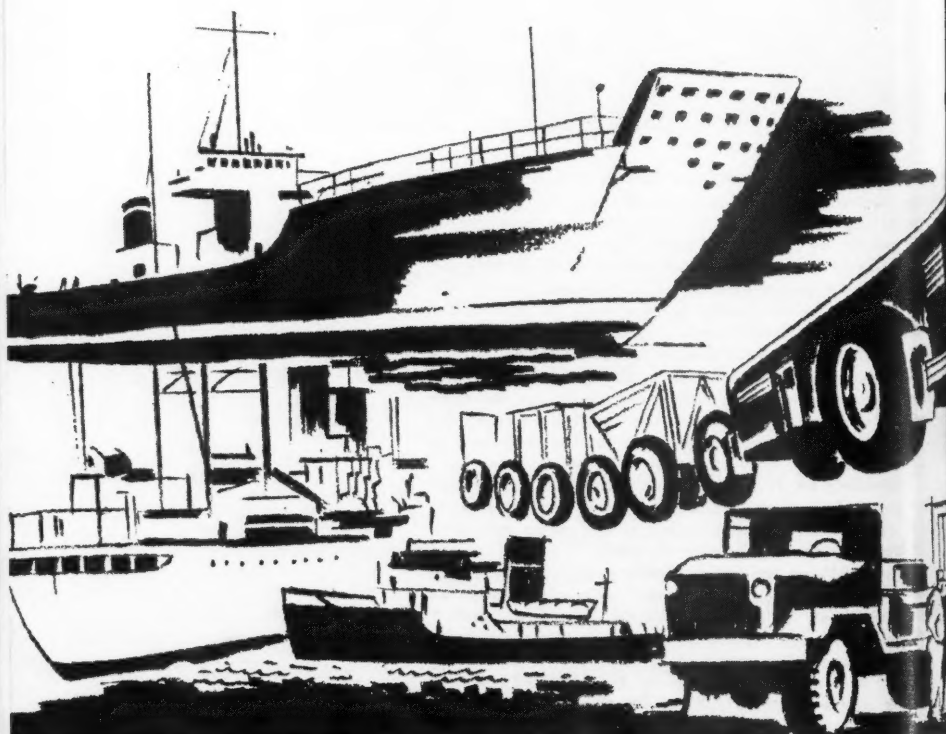
MAY 1959



*Plans under development by
1st Logistical Command insure that*

LOGISTICS keeps pace

Brigadier General Kenneth A. McCrimmon



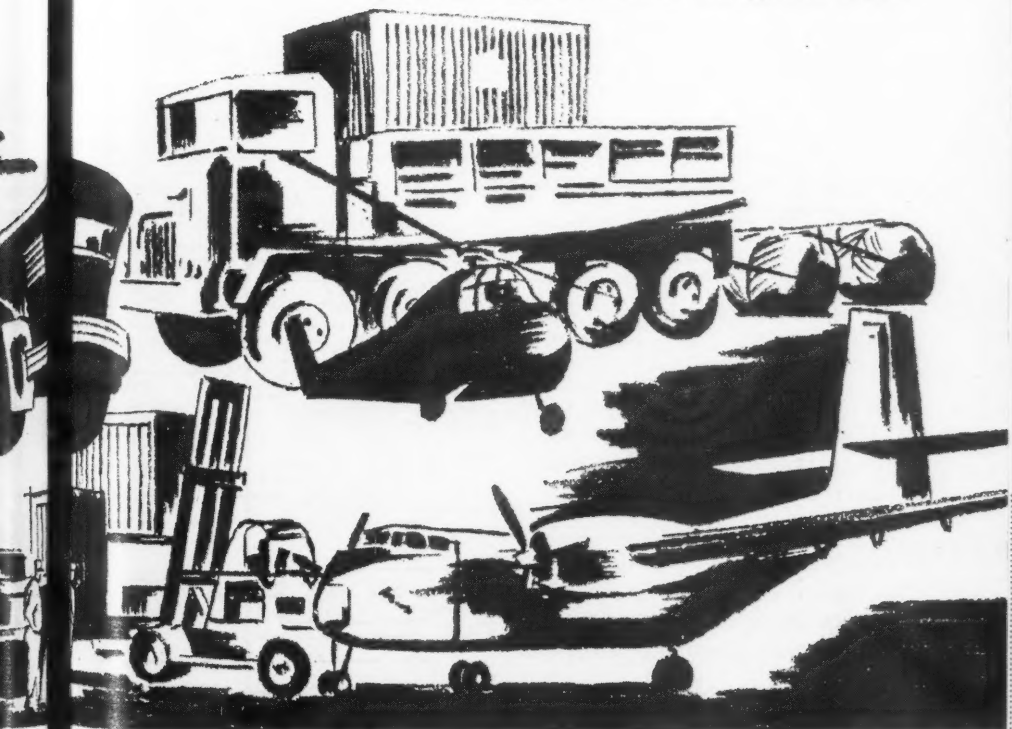
FLEXIBILITY

THE impact of logistics on military operations is apparent throughout history. Since the time of Genghis Khan, wars have been won or lost because of adequate or inadequate logistical support. In October 1942, General Douglas MacArthur sent a message from the Philippines to the War Department, stating in part that "Supply is the controlling factor . . ." Now, sixteen years later, supply is still the controlling factor in all phases of war-planning, even for limited war. In a general all-out conflict, supply profoundly influences major policy decisions.

Today, the logistician is constantly improving logistical techniques to keep abreast of combat developments. The larger problems posed by such threats as nuclear warfare, by enemy planes capable of reaching American supply ports and returning to their bases, and the possibility of continental U. S. supply lines being disrupted make changes in logistical techniques necessary.

However, all is not dark. At Fort Bragg, North Carolina, a team of experts in the 1st

BRIGADIER GENERAL KENNETH A. MCCRIMMON is Commanding General, 1st Logistical Command, Fort Bragg, North Carolina.



M O B I L I T Y

Logistics Keeps Pace

Logistical Command is currently developing logistic support plans by which these larger and more numerous problems may be solved.

One of two active Army logistical commands in the United States,* the 1st Logistical command is engaged in three major operational missions—logistical planning for STRAC; planning and conducting the annual logistical exercise LOGEX; and RESEX, the preparation of command post exercises for reserve logistical commands.

As the major support headquarters for the Strategic Army Corps (STRAC), the Command is responsible for the preparation of all logistical plans, including the movement and base development planning necessary in support of all proposed operations involving STRAC units.

Logistic plans are developed to fit all possible areas of deployment of STRAC units. Those areas are explored and studied to determine what is necessary logistically to insure success, when and if such plans are implemented.

Tempered to meet the demands of ever-changing tactical plans—such as, for example, a foreign power possessing the capability to drop atomic warheads on this country—particular emphasis must be placed on the protection of facilities, installations and logistical support as well as combat units.

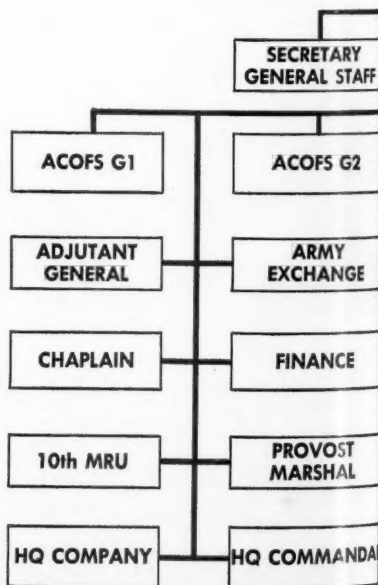
Two vital factors—flexibility and mobility—are incorporated into the logistical support system to minimize the effects of such attacks. These factors demand adequate

communications and transportation. Mobility is necessary in re-establishing the primary supply channel, if interrupted; and flexibility is essential in diverting the logistical effort into planned alternate channels.

As a rule, supplies of any one type will not be concentrated at a few supply points but will be as widely dispersed as the supply mission permits, both when in storage and during movement. Emphasis is placed on maintaining the flow of supplies, rather than on their build-up.

Provision for a maintenance and

ORGANIZATION



*2d Logistical Command headquarters is located at Fort Polk, Louisiana.

supply establishment within the deployment area; the item computation of critical supplies and equipment; the proper phasing and outloading of shipments; the subsequent receipt, storage and issue of supplies; repair operations; and support requirements and logistic capabilities of the military forces of the Free World—all are vital factors in the preparation of these logistic support plans.

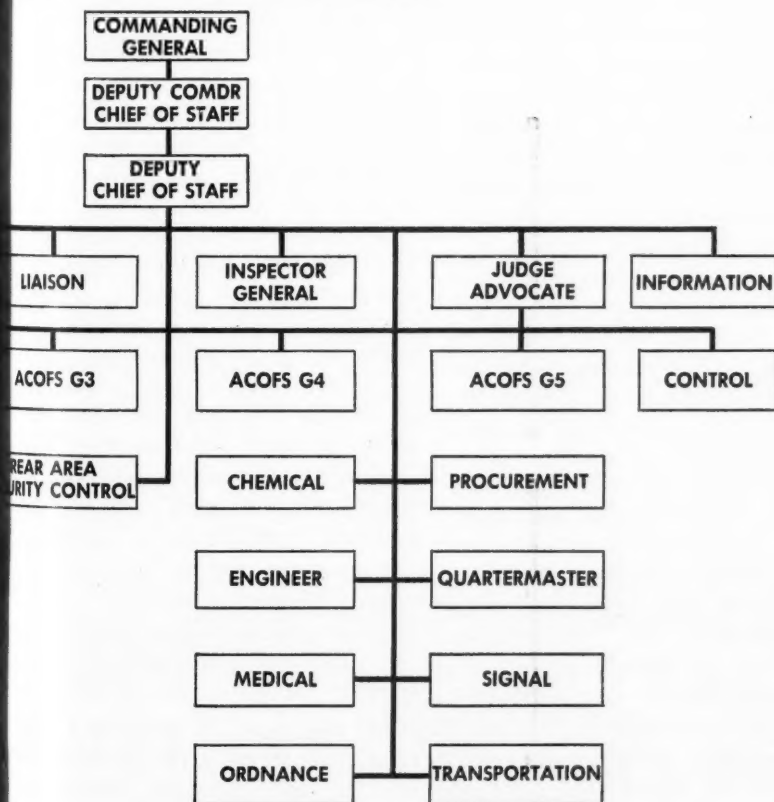
As the final requirement of its STRAC mission, the 1st Logistical Command must maintain a high state of readiness and assist the STRAC Commander in attaining

and maintaining logistical readiness for all STRAC forces.

LOGEX MISSION

THE Command's second mission is the planning, preparation and execution of the annual Department of Army Logistical Exercise known as LOGEX. This command post and map exercise is held each year at Fort Lee, Virginia, under the supervision of the Commanding General, United States Continental Army Command. Since 1955, the 1st Logistical Command has had the responsibility for its preparation, planning, execution.

THE 1ST LOGISTICAL COMMAND



Logistics Keeps Pace

This five-day exercise—largest of its type ever conducted by any army in the world—serves four purposes. It—

- Affords student officers of advance technical and administrative schools the opportunity to apply instruction they have received.

- Provides training to certain selected Army Reserve officers who are called to active duty to participate in the exercise.

- Stresses the importance of maintaining continuous logistical support under assumed combat conditions with an enemy capable of employing atomic, biological, and chemical weapons.

- Emphasizes the intra-army technical and administrative service team play; and demonstrates the interservice cooperation required of Army, Navy, and Air Force elements to provide logistical support in a theater of operations.

The scenario for LOGEX 59 requires the close cooperation and coordination of members of the 1st Logistical Command, representatives of the various service schools and other agencies such as the State Department, Navy, Air Force.

This year, NATO forces and the European Theater of Operations will be used as the basis for play in LOGEX 59. The choice was made for three reasons: Since the lines of communication and their nature are generally known, the greatest amount of realism can be obtained without compromise of classified data. Also, the full set of headquarters in the play are more realistically adapted to a large land mass and to this area. Finally, since Europe is a vital front-line of democracy, such an

exercise furnishes an additional medium of indoctrination.

Planning and execution of LOGEX 59, it is anticipated, will also provide Army personnel with valuable experience in performing STRAC support missions.

RESERVE MISSION

THIRD mission of the Command is RESEX—the preparation of logistic command post exercises for reserve logistical commands. In 1954, USCONARC assigned to the 1st Logistical Command the mission of preparing a forty-four hour logistical planning exercise to be played during summer training by the nine reserve logistical commands located throughout the United States.

Five of these reserve units are situated east of the Mississippi River, and assemble at Fort Bragg each summer for their two weeks of training. They are: the 300th from Montclair, New Jersey; the 301st from New York City; the 310th from Alexandria Virginia; the 316th from Knoxville, Tennessee; and the 322d from Chicago.

Emphasis is placed on the application of approved logistical doctrine in training. This is necessary to develop the full logistical potential and further to keep pace with increasing tactical capabilities.

Logistical training of reserve logistical commands is necessary for accomplishing the standardization of logistical support. The plan for the next few years is to stress the logistical planning phase rather than day-to-day operation.

IN the event of another world conflict, there will not be time to initiate any extensive transition

program for reserve logistical commands called to active duty; accordingly, a high state of readiness must be maintained.

Since reserve logistical commands are not responsible to any one chief of arm or service, it is imperative that the 1st Logistical Command strive to standardize and supervise their training programs. This is being accomplished by staff members making regular visits to the home stations of the reserve commands. These visits enable reservists to keep abreast of the latest doctrine, logistical techniques, and operations.

FUTURE OPERATIONS

ALONG with these missions, new developments and increasing capabilities are being studied for possible application in wartime logistical operations. Exercises such as the testing of cargo-handling equipment and containerization have been in progress for the past four years on the coast of France to prove the validity of dispersing shipments to European ports.

Airbases in overseas areas are most vulnerable to enemy air attacks and missiles. Therefore, it would be feasible to utilize air transport primarily for tactical movement and emergency re-supply when ground lines of communication are interrupted.

To make air transportation usable under such conditions, the ideal plan would equip our forces with air transportation capable of operating in a combat zone without paved runways and in spite of enemy ground-to-air missiles. Helicopters that can avoid radar detection and cargo planes with short take-off and landing characteristics, capable of operating from open fields, or at least from hastily prepared divisional-type airfields, appear to be the solution.

In future operations, we shall rely primarily on ocean-going craft for overseas supply and be prepared to use them effectively if the established ports are destroyed. As a means of meeting this contingency, the recently formed Transportation Terminal Commands for the Atlantic, Gulf and Pacific areas will be able to direct cargo from damaged ports to alternate ports with a minimum loss in efficiency.

Ocean-going craft possessing the capabilities of being rapidly loaded and unloaded have been tested and the concept has been found to be sound. And with the possibility of atomic-powered vehicles and equipment being a reality of the not-too-distant future, logistical operations may be expected to exert a considerably greater impact in strategic operations.

**1st Log.
comd.**

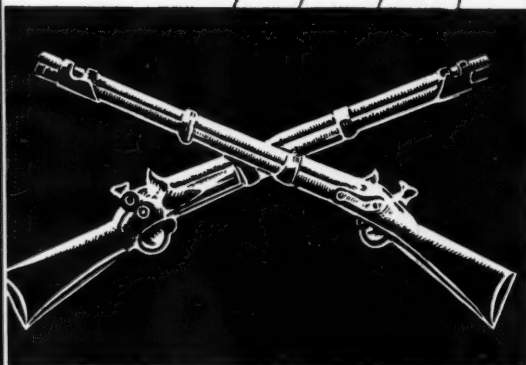
STRAC

LOGEX

RESEX

At the world-wide conference,

INFANTRY PLANNERS



OF GREAT significance to the Army in general and to the Infantry in particular, the 1958 World-Wide U. S. Army Infantry Conference held at Fort Benning, Georgia, last December yielded much in imaginative and productive thought. The conference was long overdue. More than a decade had passed since the Infantry assembled representatives from all major echelons of the Army to assess its organizational, operational, and materiel requirements.

In 1946, under the dynamic direction of Lieutenant General John W. "Iron Mike" O'Daniel, Benning was the scene of a similar assembly. That conference applied the lessons of World War II to

improvement of the Infantry as the core of national military power. Principal among the recommendations made by the 1946 conference and accepted by the Department of the Army were those calling for:

- Adding a medium-gun tank battalion and an antiaircraft artillery automatic weapons battalion to the Infantry division.

- Substituting 4.2-inch mortar and medium-gun tank companies for the regimental cannon and antitank companies.

- Increasing the number of howitzers in division artillery to six per battery.

- Recognizing the need for an armored personnel carrier organic to the Infantry, as well as the capabilities and versatility of Army Aviation.

The increases in firepower and personnel strength proposed by the

MAJOR GENERAL PAUL L. FREEMAN, JR., is Commandant, U. S. Army Infantry School, Fort Benning, Georgia.

Look Ahead

Major General Paul L. Freeman, Jr.

1946 conference paid off during the Korean War. The Army capitalized on the revised Infantry division organization with its three beefed-up regimental combat teams, each nearly 5,000 strong. This combat team provided great flexibility in the organization and employment of task forces at any level down to the platoon. It could accommodate reinforcing units up to two battalions without strain. It could fight independently when separated from supporting units. Most of all, it could still fight effectively after sustaining losses of 30 to 40 per

cent in personnel and equipment. Likewise, its parent division was able to take care of itself in prolonged combat on frontages almost as wide as those now visualized for the future.

This past record is cited because it emphasizes the outstanding job accomplished by the 1946 conference in improving combat effectiveness for the period it could foresee.

Understandably, the revolutionary concepts in national strategy and ground warfare that now confront us could not have been anticipated thirteen years ago. Unseen

Conferees discuss Infantry problems informally. From left, they are Maj. Gen. Paul L. Freeman, Jr., Under Secretary of Army Hugh M. Milton II, Gen. James A. Van Fleet, Gen. Bruce C. Clarke and Lt. Gen. Robert N. Young.



Infantry Planners Look Ahead

was the philosophy of deterrence and retaliation that has led to a type of Army employment for which the slow-moving cumbersome division and regiment of only five years ago are no longer suited.

In this day of accelerated technological strides, with the advent of low-yield nuclear weapons available for battlefield employment, and with equal attainments in surface and air mobility, a new look at the future was required for the Infantry to realize its full potential.

THE 1958 Infantry Conference was convened to examine today's Infantry in detail and to establish cohesive positions on the principal requirements of the future.

Its guidance was crystal-clear. The Chief of Staff has stated repeatedly that, in addition to our role in general war, another of our major missions is to prepare for the more likely smaller wars—wars in the peripheral areas, ranging from a show of force to hostilities such as those in Korea. This mission requires that we be able to measure our application of military strength precisely. It compels us to develop Infantry forces that can destroy the enemy without destroying the friendly nation we seek to preserve.

Hence there is need for compact, hard-hitting Infantry forces capable of rapid movement from the

United States, or an overseas base, to an area of potential or actual conflict to stamp out a spark before it becomes a bonfire. These Infantry forces must be light in equipment and manpower, but heavy in firepower, agile in movement, capable of sustained action pending reinforcement.

PROBLEMS confronting the conference were numerous and complex. Conferees had to exercise bold, yet logical, thought and plunge willingly into the future, abandoning outmoded concepts of the past. They had to recognize that atomic firepower capability was much more than an extension of conventional firepower. They had to pay more than lip service to the principle that for each new item of equipment recommended for adoption, an old one must be given up. They had to acknowledge that for each new role assigned an Infantryman, the one he performs now must be modified or surrendered.

Essentially, the 1958 Infantry Conference sought to develop concepts which seek decision on the battlefield, not blind destruction or mere survival. To complicate this task further, these concepts had to find balance among the limitations imposed by money, personnel ceilings, and by the state of technological advances.

Pooled at the conference was the thinking of more than 200 delegates. Ranging in rank from general to captain, these representatives came from every major segment of the Army. In addition infantrymen from allied armies attended.



Heading the active Army delegation were General Bruce C. Clarke, Commanding General, U. S. Continental Army Command, and Lieutenant General Arthur G. Trudeau, Chief of Research and Development. Also present were representatives of other Army service schools and the Chiefs of Technical Services.

To insure that all conferees were familiar with the latest trends and developments in the many areas of interest to the Infantry, the first three days of the tightly scheduled five-day agenda were devoted to presentations by speakers from the Department of the Army, USCON-ARC, the U. S. Army Infantry School, and various Army agencies. Throughout these briefings, members of the conference—most of whom were assigned to one of eleven committees—sat with their working groups, and considered pertinent portions which were directed to them for study.

Briefings included an intelligence summary on Soviet organization, hardware, and capabilities; discussions of limited war strategy; nuclear weapons development and employment; and future organizational and operational concepts including the status of ROCID-ROTAD changes. Mid-range operational concepts for battle group were covered in the briefings.

Also included were such basic Infantry subjects as combat formations and battle indoctrination, special warfare, and battle group logistics and communications. Related talks on training research and a first-hand report on operations in Lebanon rounded out the formal presentations.

WITHOUT doubt the heart of the conference lay in the committee rooms where conferees weighed the facts and analyzed the conspicuous requirements of the Infantry for the time frames under study. It was here that the collective wisdom of many of the Army's most dedicated minds emerged in recommendations that were presented to the entire conference in a final-day climax. On hand to inspire, guide, and assist the committees was a corps of military elder statesmen headed by retired Generals J. Lawton Collins, Charles L. Bolte, James A. Van Fleet, and John E. Dahlquist, and Lieutenant Generals Robert N. Young, Mantion S. Eddy, Reuben E. Jenkins.

Most of the specific committee recommendations were classified, but some of the broad conclusions reached by the conferees are available for consideration.

Of paramount significance was the emphasis laid on the vital role of the Infantry in either general or limited war, and the indispensability of man as the decisive factor on the battlefield.

The conference stressed that land combat is the primary responsibility of the Army, and that the ultimate control of land still rests with the Infantry. It reaffirmed that the mission of the Infantry continues to be to close with and destroy or capture the enemy and to control the ground on which the enemy stood.

Man is, and always has been, the Infantry's chief stock in trade. He can be augmented and assisted by machines, but he cannot be replaced by them. It is man's living spirit—his courage, desire, and



absolute refusal to be stopped—that cannot be duplicated.

This man on the ground with his ability to apply adequate, measured force will continue to stand as the master of decision. For when the chips are down, man himself—the front-line Infantryman—is the only completely effective weapon.

It is the Infantryman's unique versatility—his singular ability to fight anybody, anytime, anyplace—that underlines the might of Army striking power. Accordingly, the conference concluded, this all-important characteristic of versatility must be enhanced to the maximum extent of our resources.

GREATLY increased tactical mobility was viewed as the key to enhanced versatility for the Infantry under existing and foreseeable conditions. To equip the Infantry for nuclear operations involving

rapid concentration and equally prompt dispersal, the conference recommended that light-weight, thinly-armored, air-transportable tracked vehicles be made organic to the battle group.

Mechanization adapts the Infantryman to the nuclear environment in the same way that his foot mobility adapts him to fight in jungles, mountains, and other extremes of terrain. Conference feeling was high that tracked vehicles now, and zero-ground-pressure vehicles sometime in the future, are more than prescription for survival—they are requisite to victory.

Tactical mobility through mechanization was one of the thorniest problems confronting the conference. During the early stages of analysis and discussion, reactions were mixed. There were expressions of doubt—doubt that tracked vehicles could be maintained; doubt that the traditional role of the Infantry would not be perverted; doubt that tactical mobility should accrue at the expense of strategic mobility; doubt that we could afford them.

However, the following considerations proved of greater import in shaping the final decision of the conference:

Can the Infantry fight in the forms expected of it in 1965 at a speed of 2½ miles an hour?

Can the Infantry rapidly exploit the effects of Infantry division nuclear and conventional firepower without organic cross-country transport?

Can the United States concede the Soviets an advantage in tactical mobility that may prove extremely difficult to overcome?

In short, can we afford *not* to mechanize?

Aligned with this position were concepts which endorsed light, tough, mobile combat units with added potential for independent operations, and lean divisions capable of dominating twenty to forty miles of frontage.

From the standpoint of firepower, conferees agreed that stepped-up tactical mobility must be complemented by front-line nuclear weapons delivery systems to produce maximum impact. They felt that future conflicts will put our capacity for reflexive action to an acid test.

They felt, too, that with the fast operational tempo anticipated, targets must be detected, identified, and engaged without hesitation. This means that forward area commanders must have nuclear fire capability at hand so that immediate response can be made to sudden changes in the situation. The conference stressed that such means had to be as versatile as the dough-boy—at home up front, ready to fire without extensive coordination, ideally suited to close support.

To meet the problems of effective control in fast-moving operations on the nuclear battlefield, the conferees concurred that greater emphasis must be placed on the use of radios for communication, with diminishing reliance on wire. They concluded that the Infantry must have radios with sufficient range to cover the battle group's entire area of operations, and urged prompt evaluation of an individual radio for Infantrymen to improve control and reduce the confusion expected in nuclear

combat. Recommendations also included the development of security devices which would permit voice transmission in the clear.

Versatility, mobility, firepower, and communications are but a few of the areas to which the conference devoted its knowledge, energies, and experience. It focused consideration on such vital fields as leadership, physical conditioning, surveillance, logistics, combat intelligence, and training research.

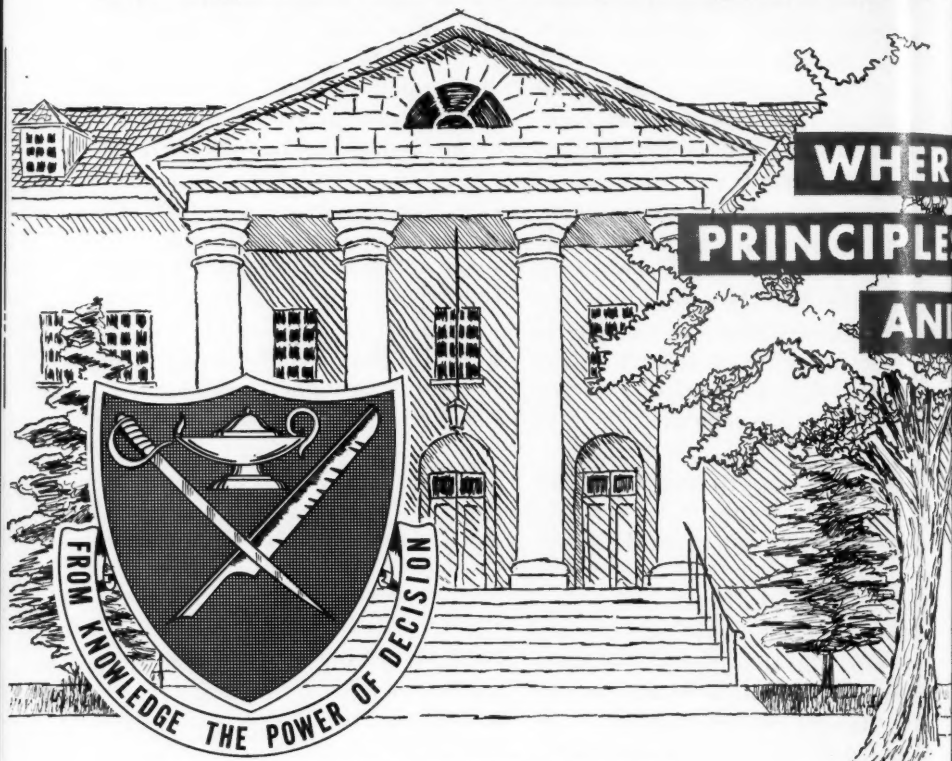
Considerable analysis is still required before conference conclusions and recommendations can be placed in proper perspective. In many cases, conference findings will have to be balanced one against the other in the course of this analysis. Most recommendations significantly affect others, and in solving one problem others were often created or magnified.

Much remains to be done. Conflicting and overlapping recommendations must be resolved within rigid manpower and money limits.

The most ruthless sort of soul-searching must take place as this task progresses. What, in fact, are the battle-winning items as opposed to those less significant? What priorities are indicated? What do we want and need most?

Although it did not—it could not—supply all of the answers, the 1958 Infantry Conference thought and acted in terms of the Infantry's place as part of the Army's combined arms team. In the brief span of five days it proved conclusively that the Infantry is not fighting the last war, but is geared to the future with every shred of vision and courage at its command.

**A thousand years of command and leadership experience
are brought into focus at the Army Management School,**



Colonel William W. Culp

THE young colonel, en route to his new assignment as Battle Group Commander at Fort Riley, arrived by plane. . . .

The colonel in charge of the Plans, Program and Budget Division in Headquarters, First U. S. Army, took the train from New York. An Army brigadier general

—a post commander—arrived by taxi, and soon was joined by a Marine brigadier general from the Pentagon.

Many Army-wide officers of all the arms and services, Class I and II installations representing such diverse activities as the Inspector General Field Office of the Signal Corps at Schuylkill Arsenal, a depot on Okinawa, the Provost Marshal at Fort Benjamin Harrison, the Administrative Services Division of The Adjutant General's Office, and the executive officers of U. S. Army hospitals at Forts Riley and Sam Houston, were among the

COLONEL WILLIAM W. CULP, Armor, is Commandant, U. S. Army Management School, Fort Belvoir, Virginia. Observations in this article are the joint result of a research visit by Mr. S. J. Ziskind of Army Information Digest and the reactions of Col. Culp upon his graduation from Course 1, FY-59, following his assignment as Commandant in August 1958.—THE EDITOR.

key personnel convening for the three-weeks course at the U. S. Army Management School, Fort Belvoir, Virginia.

Included in the class of fifty students were post commanders and chiefs of staff of installations across the United States, numerous colonels and lieutenant colonels, and a sprinkling of civilians—GS-13 through 15—representing a cross-

arrival into his room, he pointed out that, except for exercise or a haircut, it was possible to spend the entire three weeks ensconced in the building, with all essential facilities at hand.

This was a top-level school. The only examination would be self-examination. The only attitude survey would be self-appraisal.

But there was work and chal-

NI PRACTICALITIES MEET

section of executive leadership of the Army. Included also were representatives from the State Department, Navy, Coast Guard, and Air Force.

As they assembled in the air-conditioned lounge for their first get-together that Sunday afternoon, a certain pattern emerged. Accents suggested a diversity of geographical origins, but there were overriding similarities too—a certain quickness of manner and breadth of outlook. The composite arrival was a young colonel, age 45, a veteran of World War II and Korea with 18 years of service, a bachelor's degree, and demonstrated background or potential in some phase of Army management.

Keen and alert, these men, already well acquainted with both civilian and Army school systems, were quick to note that the familiar features of a mature academic life, graduate level, had been recreated in a military setting.

The porticoed, red brick building served as a hotel, human relations laboratory and classroom. As the desk clerk checked each new

challenge nonetheless. Study here was concerned with a dynamic, elusive subject matter—the approach, methods and techniques of administering people, money and programs to achieve maximum effectiveness of individual and organized effort—all pointed toward the goal of improved strength and security for the Nation.

The promise and the potential were here—in the minds, imaginations and experiences of students and faculty.

But how was the goal to be achieved? What more can a school do than teach and impart knowledge?

The answer was soon forthcoming.

HEART and core of the School's instructional technique is the case method, based on the pattern pioneered at Harvard's Schools of Law and Business Administration. Under this method, an actual problem situation is spelled out, along with any solutions or decisions reached. The specific case is then analyzed, interpreted, reassessed



Coffee breaks are marked by discussion of cases that were presented during formal class periods. Students also carry on lively debate after dinner and far into the night.

by groups of the students meeting separately, preliminary to a follow-up by the entire class in which conclusions and findings are pooled.

Operating on the premise that it is difficult, if not impossible, to develop the "management frame of mind" by the mere accumulation and memorizing of facts, or by the commitment of "rules and principles," the School avoids telling students what and how they should think.

In a field as dynamic as command-management relationships, it is recognized that every mature student is himself an expert in some phase of staff or command functions, and as such can contribute something when many minds converge on the solution of a problem.

The case method is a departure from standard instructional technique in that the important person is the student, not the teacher.

Students learn through participation. As pointed out in a school brochure, "There is probably no other method of instruction which is so demanding on its participants as is the case method. No ready-made general themes are presented. There are no answers to memorize . . .

" . . . In case discussion you will be telling each other a great deal that is useful . . . you will absorb an enormous amount of experience."

By its very nature, the case method encourages the student to reach his own conclusions, in preference to any imposed or directed "school solutions."

Thus each student is encouraged to develop his own thinking and his own opinions. He is repeatedly presented with concrete situations, each different from those preceding, which give him an opportunity to think for himself, to project himself into the situation and to

think responsibly regarding aspects and solutions.

Each case used at the U. S. Army Management School is an actual happening. Some were compiled after careful analysis by Harbridge House, Inc., a civilian management firm with a wide background of management consultant experience. Others have been developed by the faculty after considerable research at installations and headquarters. Students are advised: "Think about *Why* the people in these cases acted as they did. Consider the pressures on them and the human factors involved. Project yourself into the case as one of the senior persons depicted, and determine what *You* would do under the circumstances, as *You* interpret them, and *Why* you would do so."

The students' first case—"The Raincoats"—is already legendary among graduates of the School. A commander orders that a troop detail be issued raincoats pronto—and sets in motion a series of command-management actions which are described in detail, and thrown open for student discussion.

UPON ARRIVAL, each student is assigned to a discussion group in which he participates for the duration of the course. These groups are carefully balanced in composition to provide representation of a wide range of backgrounds in command and staff roles. Students read the scheduled case, then gather after dinner for discussion group sessions. At ease in lounging robes and slippers, and with the perennial coffee urn always at hand, they informally discuss and analyze the cases.

Effective Army managers not only react, they act—they make things happen.

Unlike the familiar "bull sessions" of college dormitory days, these discussions are steered by one of their own number—usually a designated senior ranking student. He calls upon a different member of the discussion group to act as the leader for each case under consideration. Mature experience, tempered with practical considerations of the most effective manner of getting the job done, is brought into play. Some students draw on their past experience in parallel situations; others generalize—only to find that there are exceptions to the rule.

As the discussion proceeds, they find that the learning process becomes exciting, meaningful, and more valid, because it is in terms of each man's experience. The student learns to identify the tools of command and management, some of which he has been using for years—others which are relatively new. Through the exchange of ideas and opinions, he learns to put his finger on the real issues, then to marshal the various management tools to solve the immediate problem and prevent its recurrence. And too, he finds that the mutual interchange of constructive criticism is a rewarding experience.

Random observations soon give way to positive insights. Thoughtful doubts are expressed. In the give-and-take of discussion, sparks are struck to illuminate the truth. Dogma and pat solutions are attacked. A dozen viewpoints are



Col. Culp, left, presents honorary faculty membership to Maj. Gen. George E. Martin, Chief, Officers' Assignment Division, TAGO.

synthesized; they coalesce, and emerge as a pattern of thought which may serve in other situations.

The interchange and discussion becomes more animated. Oblivious of the hour, many talk on beyond the scheduled closing time. Small knots of students move down the hall, continuing the discussion in latrine, lounge and billet room—and again at breakfast, lunch, and dinner.

NEXT, the students gather in the central classroom. Relaxed in executive-type lounge chairs arranged in a horseshoe, the various groups lose their identity and the class now functions as one large discussion group. Ideas which have been simmering undergo reinterpretation, revealing new aspects in the light of observations of others.

Skillfully, the faculty member in charge asks questions to elicit the diversified conclusions which may have been reached on the same set of facts. Moving nimbly to keep the discussion constantly on the move, he peppers the group with

questions which illuminate varied aspects of the problem.

Success of this method hinges in large measure on the quality and capability of the instructors—and they meet the challenge. The average faculty member is age 44, of colonel rank, with twenty-one years of Army service and a bachelor degree—some with a master's—and all with specialized instruction in management.

UNDER their adept tutelage, various solutions are sought, many ideas are discussed and many valuable conclusions are reached. The only ground rule is "Think, and say what you think." Through shared experience, the students are motivated to improve their skills and understanding of new ideas and ways of thinking.

At the School, awareness of the mode and method of judicious review of all aspects of the problem is considered the beginning of wisdom. Here it is recognized that executive development is basically self-development, that leaders must be skilled in managing their own thought processes before they can

manage others. The stimulation of a mental habit of seizing upon, appraising and defining the essential elements of a problem is the first essential—indeed the very heart—of the Army management approach.

SUPPLEMENTING the case method and faculty presentations, lectures and conferences, the School brings an array of visiting speakers and executives from industry, education and the Armed Forces, to expound on various aspects of management. Dynamic addresses on management philosophy have been delivered by Dean Stanley F. Teele of the Graduate School of Business Administration of Harvard University; Dr. Peter F. Drucker, Professor of Management, Graduate Business School of New York University; and Brig. Gen. David Sarnoff, President of Radio Corporation of America. Each new course is opened by addresses on Applied Imagination and Motivation, by Brig. Gen. Don C. Faith, U.S. Army Retired, and Dean Burnice H. Jarman, both of George Washington University.

Hundreds of guest speakers and lecturers have included such notables as Secretary of the Army Wilber M. Brucker; Assistant Secretary of the Army (FM) George H. Roderick; General Maxwell D. Taylor, Army Chief of Staff; General Bruce C. Clarke, Commanding General, U.S. Continental Army Command; Mr. Don Mitchell, Chairman of the Board and President, Sylvania Electric Products, Inc.; Mr. William C. Decker, President, Corning Glass; and Mr. Stanley C. Hope, President, Esso Standard Oil Company.

Addresses by these eminent speakers are compiled in book form—five have already been published—and are disseminated to the School's many alumni. Thus the U.S. Army Management School serves as a seedbed of ideas, bringing the latest insights in this dynamic field to those who are in the best position to apply its tenets.

INSTRUCTION covers Management Functions, Program, Financial, Logistics, Manpower and Personnel Management, and the Army Command Management System.

As part of its case method presentations, the School on occasion introduces the "Incident Method," utilized at the Massachusetts Institute of Technology and elsewhere. Under this method, students are given a skeletonized synopsis of a happening. Then the class attempts to construct the case by asking the discussion leader factual questions.

Perhaps the greatest impact of the School is in the transformation of attitudes. While knowledge of principles and technical details is gained, more important results are achieved in attitude and outlook of the participants, mainly in





"Relaxed in executive-type lounge chairs . . . the class now functions as one large discussion group."

conceptual skills and a creative approach to problems of Army management.

Indicative of the School's broadening scope and influence, the curriculum was carried to key USAREUR executives in a field course conducted at Berchtesgaden Germany last summer.

Two special one-week courses for general officers and GS-15s and above have been held at the School during the current fiscal year. The course concluding in March 1959 numbered 29 general and 3 flag officers.

NEAR the end of the course, students are invited to submit suggestions for improvement of the curriculum. These comments often take the form of an accolade: "most rewarding three weeks I have ever experienced," "unique, challenging, stimulating course of study," "of inestimable value since many of us tend to have our long-range views somewhat obscured by the performance of our short-range tasks."

A Commanding Officer of an Army Personnel Center observed:

"It has opened my eyes to myself and rekindled my interest in further study in the executive area." And in a letter from the field, a graduate writes: "There is hardly a day which passes that I do not have to draw on some of the knowledge acquired there."

THE IDEA for this senior management school in the Army was first advanced in 1952 by Mr. Karl L. Bendetsen, then Assistant Secretary of the Army for General Management, who advocated management instruction for commanders in the Army School System because the commander is in fact the true manager in the Army. Based on studies by Harbridge House, Inc., of Cambridge, Massachusetts, a plan for a three weeks course of management instruction, conducted in a high level military school to be established in the Washington area, was submitted.

Following approval of the plan by the Secretary of the Army, the U. S. Army Command Management School became part of the Army School System and formally opened its doors in the fall of

1951. Renamed the U. S. Army Management School 1 August 1958, it comes under jurisdiction of the Commanding General, U. S. Continental Army Command. Initially the School conducted only the one course of three weeks duration. A one-week intensified course for general officers was added to the curriculum for Fiscal Year 1959.

Officers selected to attend the School must be members of the Regular Army or a reserve component on active duty, in the grade of lieutenant colonel or higher. A small number of the Army's civilian employees in grade GS-13 or higher also are selected. Comparable officers and civilians of the other Armed Forces and Governmental departments also are eligible to attend the three weeks course. Only general (flag) officers and civilians, GS-15 or above, may attend the one-week course.

Since its inception, the School has graduated approximately 2250 representatives of the Army, Navy, Air Force, Marine Corps, Coast Guard, and State Department. This total includes 130 general and flag officers. New graduates are being added at a rate of 500 yearly.

In an address to the students, staff and faculty, Secretary of the Army Wilber M. Brucker underscored the School's significance in these terms:

"The necessity for good manage-



ment in the Army cannot be over-emphasized. Any waste or inefficiency in the employment of money, material or manpower is directly reflected in reduced combat power—and combat power is the root and branch of the Army's ability to carry out its historic responsibilities for national security. In order to have the strength needed to deter aggression and to see us safely through any future emergency, we must make the best possible use of every resource entrusted to us.

"For this reason, the Management School is making an extremely important contribution to our national defense. Its courses are designed to stimulate creative thought, to inspire enthusiasm for discovering new and better solutions to our management problems. Those selected to attend this school have a rewarding experience in store—one that will do much to enhance the value of their service to the Army as well as to the Nation."

THE INDEX to 1958 issues of *Army Information Digest* (Volume 13) has been printed and distributed through channels. Organizations, libraries and individuals desiring the index for file and reference may obtain copies by direct request to The Editor, *Army Information Digest*, Cameron Station, Alexandria, Virginia.



Improving Weaponary E

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**Intensive planning
and coordination
by USCONARC sets
the pattern for . . .**

the Soldier's Command Equipment

Major General John K. Waters

TODAY'S ARMY consists of a combination of elements—primarily men, their weapons and equipment. Weapons are used to inflict casualties on the enemy; equipment serves and preserves the life of the user. And while recent advances in missiles, aircraft and atomics have tended to overshadow the importance of human beings *per se*, it must never be forgotten, in the constant effort to produce improved weapons, that man is the user and the master.

To maintain supremacy over any enemy on a future battlefield, our Army must stay ahead of him in production, development, thinking and research.

To insure that this margin is maintained, the Army conducts an intensive Combat Developments program under supervision of U. S. Continental Army Command. This program includes the development of new doctrine and organization and testing and early integration of new materiel items in the field. The entire effort is devoted to obtaining the greatest combat effectiveness, using the minimum of men, money and materials.

The Materiel Developments Section coordinates and supervises CONARC participation in the development of materiel for the army in the field. This activity has two key aspects. The first involves preparation of Military Characteristics—a statement of the operational and performance capabilities that items must have to fulfill qualitative materiel requirements.

The second phase appears after the developer has fabricated the hardware. CONARC then tests the item or system to determine if

Improving Weapons and Equipment

it meets the requirements and characteristics which render it suitable for Army use.

While this simplified statement might indicate that CONARC is concerned only with the first and last steps in materiel development, actually this is far from the case. CONARC cannot afford merely to state the desired Military Characteristics, then sit back and wait for the equipment to be presented for service testing.

In most instances, scientists and engineers can readily come up with items which function properly under the serene, controlled conditions of laboratory or proving ground. But without continuous user guidance throughout the development cycle, they can seldom provide items which will function satisfactorily under battle conditions. Hence the responsibility of CONARC's Materiel Developments Section—to furnish guidance to the Technical Services and contractors during development, through the final service tests.

Such service testing is conducted at six USCONARC Boards in the continental United States and at the Arctic Test Board at Fort Greely, Alaska. As the Army agencies that conduct service testing of new equipment, these

Boards represent the final, major step in the development of materiel prior to its adoption by the Army. All tests are conducted under simulated operational conditions. (See May-November 1956 ARMY INFORMATION DIGEST.)

THE Materiel Developments staff at Headquarters, CONARC consists of 41 officers, nine enlisted men, plus civilian clerical personnel. To insure a "user" outlook based on recent field experience, all officers are members of combat arms branches. Expert technical assistance is also available.

To provide user guidance, seventeen liaison officers are stationed at various arsenals and with civilian contractors, laboratories and Technical Service centers throughout the country. Their job is to reduce the gap between CONARC, the user, and the developer, and to guide and keep abreast of developer activities.

THE development cycle for a new item, including production, may take from four to ten years, with the average being $8\frac{1}{2}$ to nine years. Once a project requirement or idea is approved by Department of the Army, the appropriate Board prepares a set of Military



MAJOR GENERAL JOHN K. WATERS
Deputy Chief of Staff for Materiel Development
Headquarters, U. S. Continental Army Command
Fort Monroe, Virginia

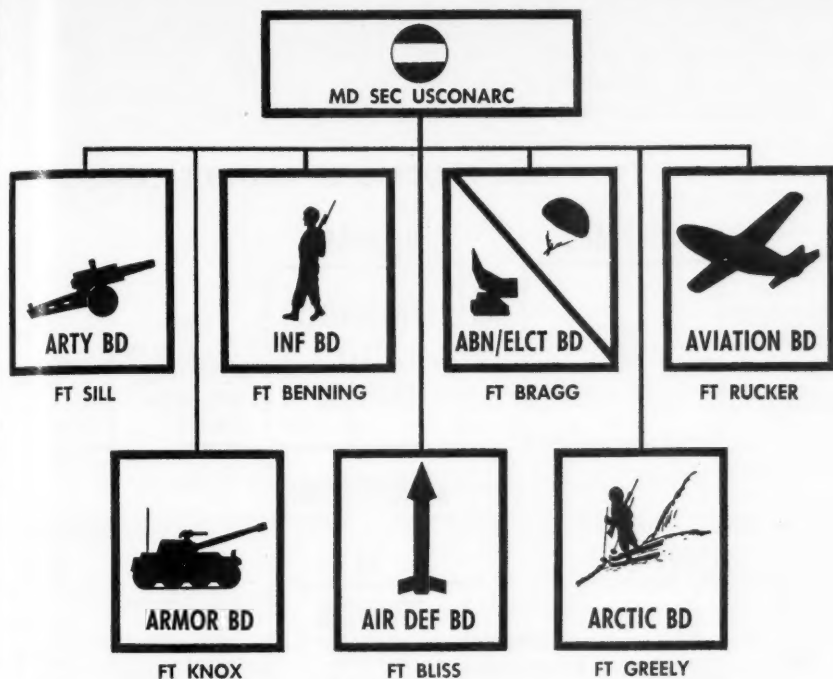
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"Service testing is conducted at six USCONARC Boards in the continental United States and at the Arctic Test Board, Fort Greely, Alaska."

Characteristics (MC) and monitors the task for USCONARC. The MC's are broad statements of desired operational capabilities, sufficiently specific to furnish proper guidance from the user's view.

When the MC's are fully coordinated with appropriate CONARC staff sections as well as Army Schools, the appropriate Technical Service and numerous outside agencies (including of course the developing agencies), the project goes to Department of the Army for General Staff processing. The Technical Service involved initiates the preparation of technical characteristics, which are a restatement of the MC's in technical terms, upon the receipt of the proposed MC's from USCONARC. These technical characteristics are revised and finalized

upon receipt of the approved MC's from the Office of the Chief of Research and Development.

Following approval, MC's are sent to the appropriate Technical Service for initiation of a development project and subsequent design studies, design and fabrication of mock-ups and models. This work may be conducted within the Technical Services' laboratories or arsenals, or may be accomplished by contract. Normally, a civilian contractor is engaged to produce the three-dimensional prototypes. Throughout, Materiel Developments Section follows each step closely.

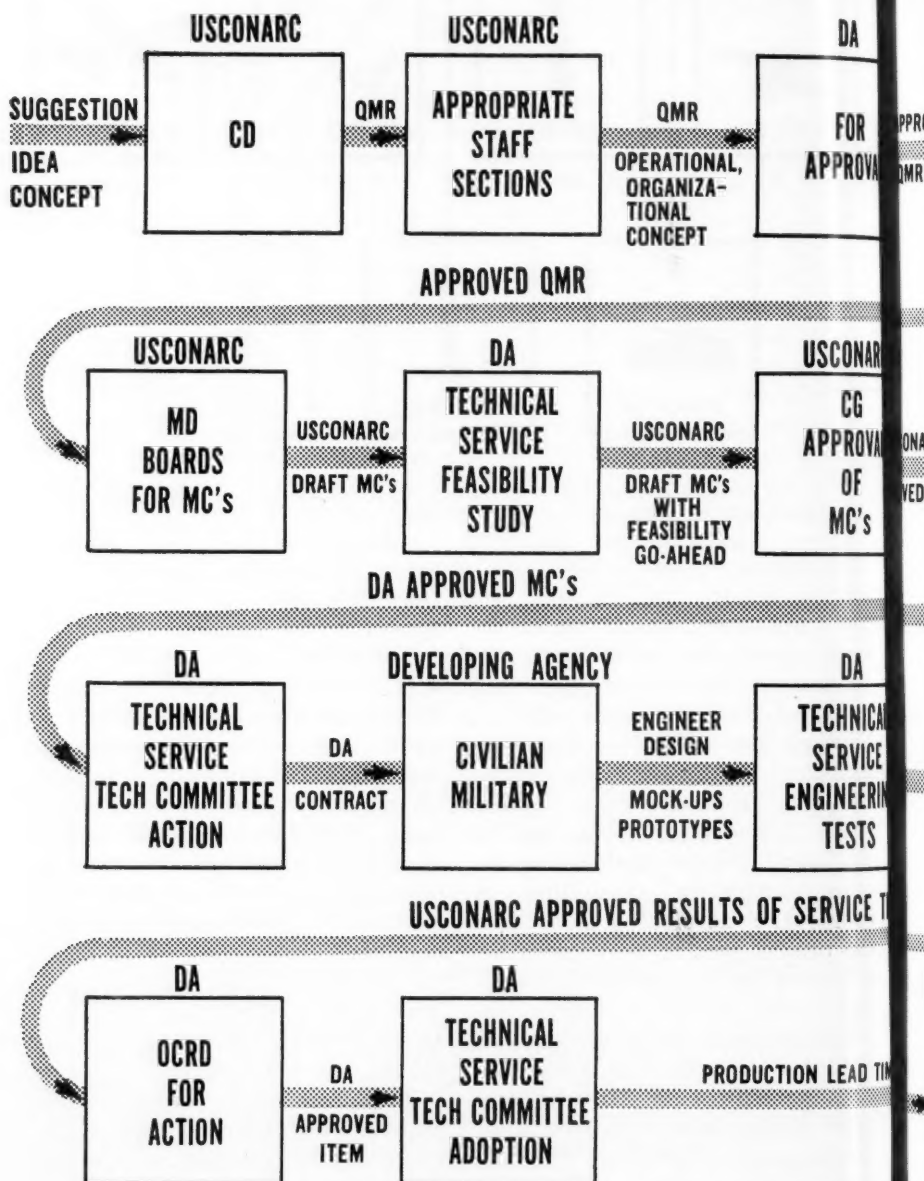
The prototype item goes to the appropriate Technical Service for controlled engineering tests, after which the CONARC board concerned performs service testing. In

Improving Weapons and Equipment

the past, except for certain programs, engineering and service tests have been conducted separately. To reduce overall development

time, it is anticipated that combined and/or concurrent testing will become the rule when such testing procedures are compatible

THE PROCESS OF MATERIEL DEVELOPMENT



KEY TO ABBREVIATIONS: CD, Combat Developments; CDOG, Combat Developments Objective Guide; MD, Materiel Development; MC, Military Characteristics; QMR, Qualitative Materiel Requirements.

with the item under development.

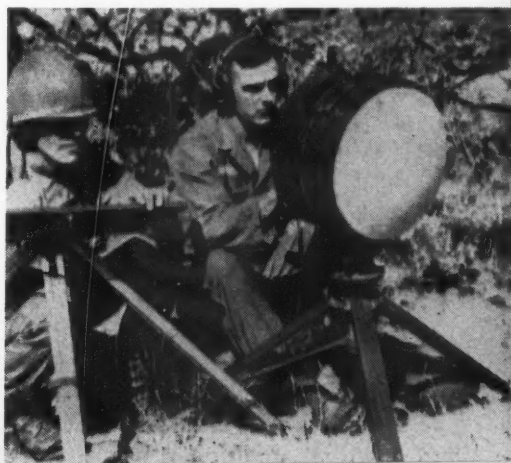
Results of user tests are thoroughly coordinated within the Army to provide the basis for

determining suitability of the item for Army use. If accepted, the item is adopted as standard and production contracts are let. When practicable, and when no degradation of the final product will result, the steps in the development cycle will be overlapped or conducted concurrently.

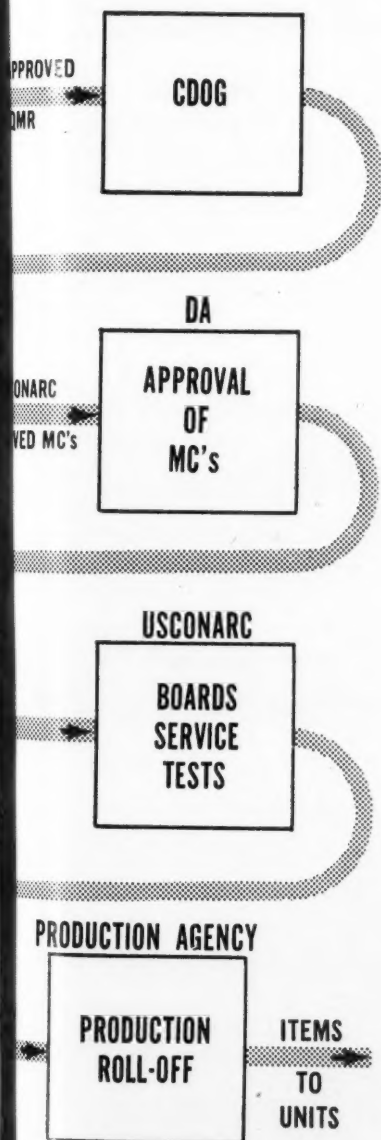
SOME of the current efforts in the materiel development field which have—or soon will have—wide impact in tomorrow's Army include items ranging from personal equipment to entire new weapons systems, including guided missiles. A brief description of some of the items and concepts currently under review by CONARC agencies follows:

COMMUNICATIONS-ELECTRONICS

PORTABLE RADAR AN/PPS-4 (Silent Sentry). Lightweight portable radar set for use with contact infantry units, can detect and locate moving personnel and vehicles in presence of ground clutter. Total weight, including power unit and carrying case, 116 pounds. CONARC recommends it be type classified as standard for Army use as interim equipment and Chief, Army Research and Development, has approved. Production models expected to be available in 1960. (See below.)



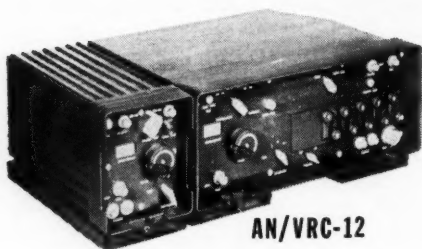
TYPICAL CYCLE



Improving Weapons and Equipment

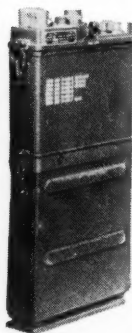
FORWARD AREA VOICE RADIO SETS.

New family of voice radio sets (FM) being developed to replace present forward areas sets include:

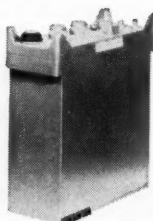


AN/VRC-12

AN/VRC-12 vehicular set. Range approximately 20 miles, to replace heavier AN/GRC-3 through 8 series radio sets.



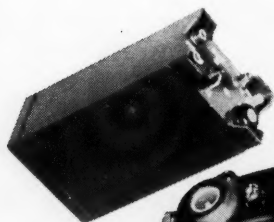
AN/PRC-10



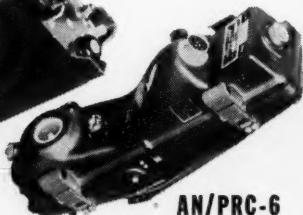
AN/PRC-25

AN/PRC-25 portable man-packed set. Weight about 17 pounds, range 5 miles, to replace AN/PRC-8, 9, and 10. Self-contained auxiliary receiver permits monitoring two channels simultaneously.

AN/PRC-35 portable man-packed set. Weight about 6 pounds, range 1 mile, to replace AN/PRC-6.



AN/PRC-35

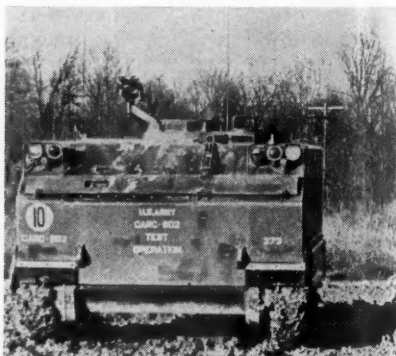


AN/PRC-6

New family of voice radio sets will have more than twice the number of voice channels presently available with the three families they will replace. Scheduled to be available to CONARC for service test early in 1959. A big advantage in the new family is that all three sets operate in the same channels, thus precluding the need for changing transmitters and receivers as is now required if armored and infantry units are to operate as a combat team.

VEHICLES

T113E1 AIR TRANSPORTABLE ARMORED PERSONNEL CARRIER. Compared to 42,000-pound M59, new T113E1 will weigh 20,876 pounds, have same troop carrying capacity; better roof armor; more compact; single 200-horsepower engine (compared with 290-horsepower in M59); same inland water navigability. (*T113E1 above, M59 below.*)



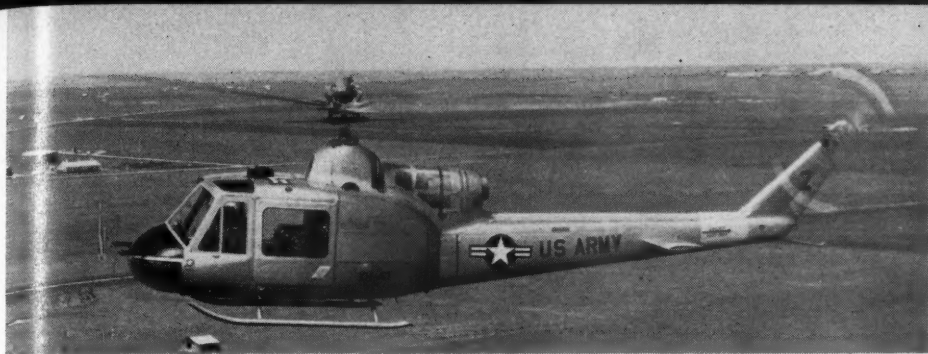
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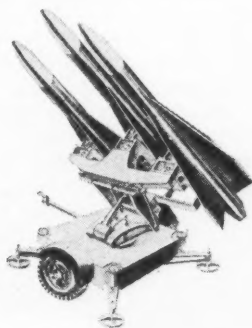
UTILITY HELICOPTER, HU-1 "IRO-QUOIS." First Army aircraft specifically designed to meet Army requirements, developed for and financed by Army. Bell Aircraft selected for development in 1954; tests started July 1958; scheduled for Arctic tests this winter. Powered by T53 gas turbine engine, rated 825 shaft horsepower (SHP) at 6790 RPM. Provides reduced engine weight but consumes slightly more fuel compared to equivalent piston engine. Quick disconnect fittings for rapid disassembly, reassembly, access to and easy replacement of components. Capable of transporting pilot, co-pilot, three passengers, or medical attendant and two litter patients.

FIRE COORDINATION SYSTEM

MISSILE MASTER. This electronic fire distribution system, for Army air defense missile units in continental United States, is now operational. It will provide the essential means for the proper conduct of the air defense battle by distributing fires of available Army air defense weapons against all attacking aircraft.

MISSILES

HAWK. This sixteen foot, solid-propellant missile and its associated system are helicopter-transportable, and were designed to defend against low-flying attackers to complement the high altitude air defense provided by the Nike family. Highly mobile, it is capable of operating with mobile field forces or at fixed installations. (See below.)



NIKE-ZEUS. Third generation in the Nike surface-to-air family, this anti-missile system is designed to intercept and destroy both ICBMs and IRBMs.





SELF-PROPELLED FIELD ARTILLERY

GUNS AND HOWITZERS. New family includes new 105mm howitzer; 155mm howitzer; 8 inch howitzer (above); 155mm gun; 175mm gun.

105 AND 155MM HOWITZERS. Carriages for 105 and 155mm howitzers basically same—T195 mounting the 105, T196 mounting the 155. T195 is to be service tested this winter; T196 this summer. Both weapons can be made available to troops in early 1962. Primary features of both weapons—360 degree traverse; weight combat loaded 32,500 pounds for T195, 36,000 pounds for T196, thus permitting Phase III air transport. Will be served from inside armored cabs. New fire control equipment to be installed. Elevation minus 10 to plus 75 degrees; maximum speed 32 mph; cruising range 150 miles; new lock-out suspension system for greater stability.

8-INCH HOWITZER. Service tests started on improved carriage for 8-inch howitzer; carriage interchangeably mounts 155mm and 175mm guns; also mounts wrecker kits, armored and unarmored. Primary features of carriage—versatile; 54,000 pounds weight compared to 96,000 for standard 8 inch SP, M55; new lock-out suspension system. Armor sacrificed to weight reduction, but has removable overhead fabric armor kit to provide protection from flash burn, small fragments.

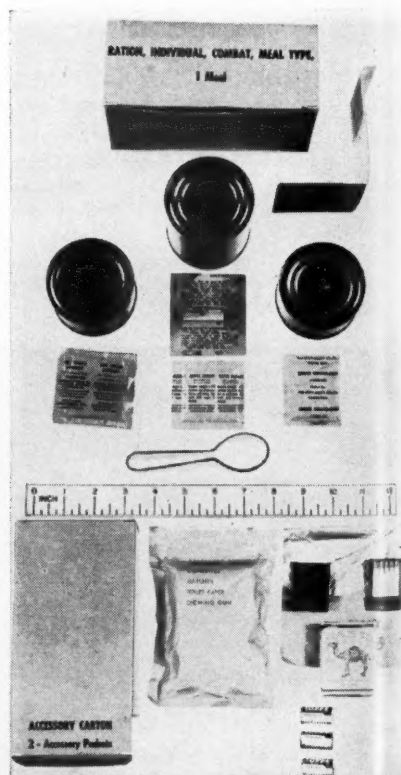
FOODS

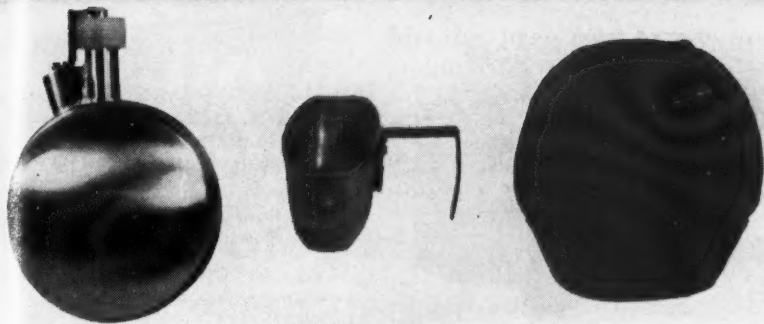
RATIONS. Replacing old "C" ration, new "Ration, Individual, Combat, Meal Type," adopted 1958, offers 12 menus, improved palatability; weight about 1.65 pounds per meal, each containing at least 1,200 calories; each case of 12

meals contains four accessory packs containing cigarettes, matches, gum, toilet tissue.

IRRADIATED FOODS. Increased emphasis in this field in effort to improve menus, extend storage life, provide "ready to eat" rations.

PRECOOKED DEHYDRATED FOODS. Continued work underway to develop rations requiring merely addition of hot water. Reduces weight and bulk, provides better combat menus, eliminates need for trained personnel for meal preparation in forward areas.





PERSONAL EQUIPMENT

COLD WEATHER CANTEEN. Prototype (above) offered to Arctic Test Board 1957; recommended in July 1958 to be type classified as standard; scheduled for troop test in Arctic in 1959. Keeps liquids fluid for six hours in temperatures down to -40°F ; vacuum insulated, one quart capacity; non-metallic mouthpiece with plastic cap.

COMBAT VEHICLE CREWMAN HELMET. Under development since 1953, various prototypes preceded T56-6 which was tested year ago, now in production test. One piece construction fitted at neck and front to permit maximum use of combat vehicle fire control equipment, driving devices; shell of nine plies, resin-laminated nylon fabric in crown, tapering to four plies in ear section. Interior acoustical lining; built-in communication system of selector switch terminal box, boom microphone, silicone rubber-cushioned earphones, quick disconnect extension cord. (See below.)

COLD-DRY COMBAT BOOT. Boot, Combat, Rubber Insulated, Cold-Dry, T55-5, recommended for adoption; white rubber, vapor barrier type insulated, three layers of wool in foot

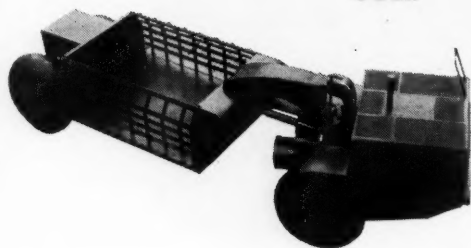
and ankle area and one-eighth-inch felt cap in toe; seamless inner lining, nylon net inner lining and air valve. Will cost less than mukluk assemblage which it will replace; requires one pair socks compared with felt innersoles, felt sock,



two pair ski socks worn with mukluk. Provides protection to -65°F . while wearer is active, or -40° while inactive. No general procurement until present mukluk supplies exhausted, but steps underway to obtain 15,000 pair on production run. (See above.)



GOER



CONCEPTS UNDER STUDY

GOERS. This concept involves extension of earth mover vehicle type design to provide large capacity logistical vehicles with excellent cross-country off-road capability. Test vehicles utilizing maximum number commercial components will be available in 15-ton payload class July 1959. Vehicles to provide inherent floatability in inland waters; exoskeletal construction; powered wagon type steering; rear wheel assist,

all-wheel drive; payload to curb weight ratios of 1.1 or better. (*Left.*)

DIESELIZATION. Recognizing advantages to be gained—less fuel consumption (up to 40 percent savings possible), increased durability, reliability—intensive investigations underway in development of diesel and multi-fuel engines include:

AVDS-1790 DIESEL TANK ENGINE now undergoing service test. Over 2000 miles of tests to date, with relatively few deficiencies.

LDS 6427 MULTI-FUEL ENGINE in conventional $2\frac{1}{2}$ -ton truck, employs M.A.N. (Machinenfabrik Augsburg-Nuernberg) combustion principle; to operate on gasoline, diesel or JP-4 fuels; tests started in fall 1958.

AERIAL DELIVERY SYSTEM. Design studies are in progress covering development of an inexpensive, highly reliable platform system. This system will be more expendable and simpler than present systems, and will incorporate features which will permit automatic restraint and release.

—Keeping Current With the—

CONTEMPORARY MILITARY READING PROGRAM

A synopsis of selected books included in the 1958 Army Contemporary Military Reading List of professional interest to Army members.

FOREIGN POLICY: THE NEXT PHASE by Thomas K. Finletter, Harper and Brothers, 1958, 208 pp., \$3.50.

In analyzing the world-wide problems that confront U. S. planners today, the author, a former Secretary of the Air Force, presents a convincing answer to arguments for European disengagement by the United States.

ATOMIC WEAPONS AND ARMIES by Ferdinand Otto Miksche, Praeger, 1955, 222 pp., \$5.

The author maintains that atomic weapons will aid the defensive in land warfare more than the offensive, and that those who foresee a loose and mobile type of future war have not examined the entire problem closely enough.

HOW RUSSIA IS RULED by Merle Fainsod, Harvard University Press; 1953, 475 pp., \$7.50.

This book contains a historical analysis of forces and factors that produced the Bolshevik Revolution; it scrutinizes the processes and institutions of Soviet rule, including the Communist Party, the role of the bureaucracy, police and armed forces in the hierarchy of the Soviets, and the impact of controls on factory and farm. It concludes with an appraisal of tensions, strengths and weaknesses of the Soviet political system.

NEWS

of professional interest

Exercise Free Play

Some 50,000 soldiers took part in the annual winter maneuver of Seventh Army—Exercise Free Play, conducted in the Grafenwoehr-Hohenfels training area in Northern Bavaria, in February. A feature of the maneuver was one of the largest mass helicopter air lifts ever attempted by the U. S. Army when seven separate lifts transported an entire battle group of Aggressor forces into "enemy" territory.

"Progress '58"

Highlighting progress and accomplishments during the past year, the Secretary of the Army has issued a brochure entitled "United States Army Reports—Progress '58." The booklet is one of a series that started in 1956. Department of the Army Circular 355-25 urges commanders to make full use of the brochure in building esprit and pride of service. Readers are urged to pass the report along, to insure widespread distribution.

M14 on Order

Two contracts, each for 35,000 items, will lead to delivery of the M14 rifle within twelve months. One contract totaling \$4,116,250 has been made with the Winchester-Western Division of Olin Mathieson Company, New Haven, Connecticut. A second award to a company in a surplus labor area is pending. The commercial contracts will supplement the pilot line operation established at the Springfield Armory for production engineering, testing and determination of final design. The M14, chambered for the standard NATO 7.62mm cartridge, replaces the M1 (Garand) rifle, the standard carbine, the Browning Automatic Rifle (BAR) and the Caliber .45 M3A1 sub-machine gun.

Patterson Award

The Robert P. Patterson Memorial Award recently was presented by Secretary of the Army Wilber M. Brucker to Lieut. Harry E. Warnberg, a Minnesota rural school teacher before entering the Army in 1953. He is the seventh Officer Candidate School graduate to win the award since it was established in memory of the late Secretary of War in 1952. Lieut. Warnberg is an instructor at The Infantry School, Fort Benning, Georgia.

TV Course on Missiles

In a special demonstration of educational techniques of the space age, a live two-hour television course on guided missiles recently was transmitted by closed-circuit from Army Ordnance Guided Missile School, Huntsville, Alabama, to the Pentagon. There, 730 miles away, it was viewed by Secretary of the Army Wilber M. Brucker and an audience of high-ranking Army officers. The program dealt with maintenance methods used to keep missiles in constant combat readiness.

Inter-Service Officer Transfers

Policies governing transfers of regular officers from one service to another have been set forth in Department of Defense Directive 1300.4, recently published to implement Public Law 85-599—85th Congress. The transfer procedures govern all regular officers except medical personnel. Transfers of Reserve personnel will be covered in a separate regulation soon to be published.

Requests for transfer may be originated either by the military department desiring services of an officer, or by the officer himself. All will be acted on by the Secretary of Defense who will recommend to the President such requests as he considers in the best interest of Department of Defense.

Nike-Hercules Cold Tests

Tests are being carried out to determine the effects of extreme low temperature on complex component parts of the intricate Nike-Hercules missile by a joint U. S.-Canadian Army team at the Arctic Test Station, Fort Churchill, Canada. First in a series of tests was recently completed at -18°F . A high-performance drone was launched by a Royal Canadian Air Force bomber and a successful kill was scored.

Committee Redesignated

During preparation of "For Appropriate Action" by Maj. Gen. J. H. Michaelis in the April 1959 DIGEST, the designation of Representative Paul J. Kilday's Subcommittee which handles Active Army personnel legislation was changed to Subcommittee No. 1.

In the same article, the roster of the House of Representatives Committee on Armed Services (page 5) should be changed to indicate Representative Samuel S. Stratton's home state as New York.

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POWER FOR PEACE

MARKING the 10th anniversary of Armed Forces Day, observances this year will be staged at installations of all of the services in the United States and overseas during the period 9 to 17 May, with the theme again "Power For Peace."

Although Armed Forces Day is the occasion for a wide variety of community activities, it now is essentially an "open house" program, with the public invited to visit posts, camps, stations, bases, armories, reserve centers and other facilities of national defense. In effect, the public is given an opportunity to make an annual inspection of the system in which every American has a vital interest.

Interest in the event has grown since Armed Forces Day was first proclaimed in 1949. Last year more than four and a half million persons attended a thousand community programs, while five hundred parades in which more than half a million uniformed personnel participated were witnessed by many millions.



ARMED FORCES DAY — 1959



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DETROIT

"THE TRAINED combat soldier has always been the 'ultimate weapon' and he will be again, should war be thrust upon us. More, rather than less, emphasis on the role of the Infantryman is essential to our national survival. Machines are but the tools of men, and the degree of success in the employment of powerful weapons is measured by the level of training of men and the quality of their leadership."

Secretary of the Army
Wilber M. Brucker,
in a Message to
the U. S. Army
Infantry Conference.



STANDING proudly at the entrance of the U.S. Army Infantry School at Fort Benning, Georgia, is the Doughboy Statue, a symbol of the U.S. Army Infantryman. The monument is a duplicate of the bronze statue in Headquarters, Berlin Command.

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